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# IWORK in INDUSTRY

VOL. XV — No. 5

OTTAWA, CANADA

UNIVERSITY OF TORONTO

MAY, 1958

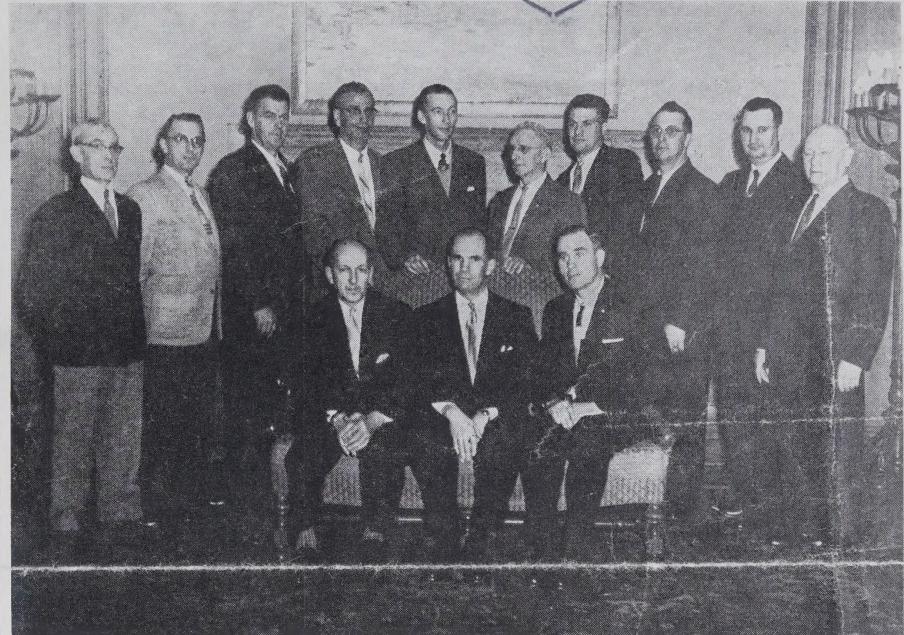
## British Labour Minister Discusses L-M Responsibility

In an address to the Industrial Co-Partnership Association of Great Britain, the Rt. Hon. Iain MacLeod, M.P., British Minister of Labour, dealt at some length with the industrial problems of mutual responsibility between labour and management, and the need for good two-way communications. He said:

"I do not believe that people are going to, or can be expected to, behave responsibly, unless they are treated as responsible, mature individuals. In the past perhaps it was enough to think of just paying fair and good wages and providing fairly decent amenities, and saying that that would make a man feel that he was working for a good firm. But we have moved forward since then, and the social changes of the last generation or two have changed the attitude of the worker. I think he is more critical and more articulate, and I think that management will only fully command his loyalty and indeed stimulate his initiative as well if he understands rather more of what the problems of management are, and as far as possible, if he is kept informed about the plans that his firm is making. I think he needs to feel that either directly or through his group he can make something of a direct contribution to discussions with management and so perhaps help to solve some of these problems."

### Communications

"My last point of all I need not really emphasize to a gathering like this, but it is, I consider, a most important one. I suppose possibly one of the most difficult problems for top management in industry today, or indeed anywhere else at the present time, is the problem of communications. How can you ensure that the policy and attitude of the firm are understood and applied at all



**CHARLOTTETOWN, P.E.I. —** Labour-management co-operation through the efforts of a labour-management committee is now a recognized procedure at Maritime Electric Company, Ltd., at Charlottetown, Prince Edward Island.

The accomplishments of the labour-management committee were the theme of the annual company dinner and dance held recently, and attended by approximately 175 employees and their wives.

In proposing a toast to the company, Mr. G. Schleyer, one of the original officers of the Union (Local 1432, The International Brotherhood of Electrical Workers,

CLC), emphasized the loyalty of the employees to the ideal of service to the public.

After more than two years of quarterly meetings, the labour-management committee can look back on a growing acceptance of the principle of co-operation. Frank discussion between representatives of labour and management has characterized the meetings which have been devoted mainly to the improvement of working conditions and to finding better methods to do the work.

Among the first matters to be discussed in 1957 was a safety program, which was reflected in

improved safety attitudes at all levels. Information on the company pension plan, comparison of various hospital plans, discussions of types of equipment and tools, holiday schedules, hours of operation, requests for protective clothing and respirators for boiler cleaning, safe driving and long service awards are but a few of the subjects which have been brought before the committee for its consideration.

Shown above during a lull in proceedings at the labour-management committee's annual dinner dance are union and management representatives on the committee.

levels in the firm and affect all decisions in the firm, and yet at the same time how can you combine that need with the equal necessity of delegating sufficient authority so that decisions can be taken speedily and effectively without constant reference to the top? I believe that confidence and relationships are impaired when management's policy is not carried out in the local factory or on the shop

floor. Equally they suffer if matters always have to be referred to the board of directors.

"The answer to this very difficult problem of communications I suppose lies in much better selection and training of supervisors and managers, and in the development of the habit of frequent discussion and consultation up and down the whole line of management."

**PRINCE ALBERT, Sask. —** The Labour-Management Production Committee at the Burns & Company plant here has been very active in discussing matters relating to safety, suggestions, product quality, and employee welfare.

At a recent meeting of the Committee, the Chairman thanked the members for the interest and enthusiasm shown in handling the committee's work.

## Western Committee Makes Useful Recommendations

Labour-management committees function effectively in many non-manufacturing organizations. Among establishments where such committees are particularly effective are schools, hospitals and similar institutions. A large part of the cost of operation in these establishments is in building maintenance and there are many problems requiring attention. In many cases the active co-operation and advice received from those engaged in this work through labour-management committees have helped management to reduce costs and also improve service.

A typical example of what can be done is shown in the minutes of a meeting of a committee in a Western school system where no less than 20 different items were discussed. These items included recommendations for changes or improvements in cleaning and maintenance supplies and equipment, reports on equipment, the condition of fixtures, causes of damage, and the problems occasioned in the use of school buildings by outside organizations.

### Some Samples

The following excerpts from the minutes of this committee indicate the value of such discussions:

A memo was received from the School Board advising that provision was made in the new estimates for the supplying of four additional vacuum cleaners as recorded by the committee.

A report was presented on action taken with respect to determining the number of additional electrical outlets required in the various schools for cleaning purposes. The Assistant Maintenance Supervisor advised that he now has permission to go ahead with the installation of these requested switches.

Mr. \_\_\_\_\_ advised that he plans to put treated dusters in some of the schools in the near future on a trial basis. Some discussion took place on the effectiveness of these dusters and one member advised that he had found them particularly effective in cleaning windows. It was suggested that treated dusters be placed in each of the schools represented by janitors on this committee so that these men might report back to the committee on their effectiveness. Mr. \_\_\_\_\_ advised that he would have these distributed in the near future.

Mr. \_\_\_\_\_ advised that in his school there are two types of light fixtures — low type drop lights and concentric ring type — and that the globes in the concentric ring type last approximately five

## Safety Committees Can Be Effective in Combating Accidents Says B.C. Compensation Official

VANCOUVER, B.C. — An active, conscientious labour-management job-safety committee must be the most effective tool in combating industrial accidents, says Arthur Francis, Workmen's Compensation Board Accident Prevention Director and a member of the Joint Forest Products Safety Committee. His remarks were made at a meeting of the Joint Forest Products Safety Committee in Vancouver. He said much of the success of this year's Forest Products Safety Week which started May 12 will depend on the actions of the safety committees and the support of the 60,000 workmen in the forest products industry of B.C.

Sponsored by labour, management and government the week will be kicked off by the raising of no-accident flags over hundreds of operations. If there is an accident in an operation the flag must be lowered. For the past several years there has been an appreciable drop in the number of industrial accidents during Safety Week. With B.C. celebrating its Centennial Year it is hoped that this campaign will be one of the most successful on record.

WCB accident prevention regulations state that where there is a

times as long as those in the low type drop light fixture.

A query was raised on means which might be used to clean blackboards during the clean-up period in the summer, particularly with respect to the removal of coloured chalk from the board. It was moved that the Secretary-Treasurer bring to the attention of Principals that some schools are still using a grease-type chalk and that it is practically impossible to remove it from the boards.

A discussion took place on the use of schools by outside groups, and it was decided that a recommendation be made to the Board that where outside organizations are using the school, the janitor should be on duty to look after the school property and the cleanliness of the school.

From the foregoing, the advantage of such meetings is quite apparent. Management is able to receive firsthand reports on the suitability of equipment, etc., from those who are doing the work, and also can benefit from the combined experience of all committee members in solving the various problems brought forward.

firm that employs more than 20 workmen, a joint labour-management safety committee must be formed and regular meetings held to discuss and implement safe working procedures. Reports of these meetings are sent to the WCB where they are carefully checked.

Mr. Francis singled out the employers in the forest products industry as being the most safety-conscious employer group in the province. "Their efforts have helped immeasurably to reduce the accident rate from 119 accidents per million man-hours worked in 1947 to less than 50 in 1957."



Giacomo Clozza, the safest worker in the British Columbia Forest Products Industry, who raised the flag declaring Forest Products Safety Week open on May 12. Mr. Clozza has worked for 50 years in the industry without accident.

"Unfortunately," he said, "there are still some employers, particularly the smaller logging and sawmill operators who have not lived up to their responsibility. If they did, I feel quite sure that the accident rate could be reduced to less than 25."

"Labour unions too, are recognizing that their participation in safety will have a marked effect on accident rates. Many of them have taken steps in this direction," he said.

(Continued on page 3)

## Communication Is Important Part Of Good Relations

Any oral or other expressive form of contact between individuals is, to some extent, communication. A nod to a neighbour, a cheerful hello, or a passing comment on the weather are all forms of communication. Whether or not these are *effective* forms of social communication is another thing.

Understanding is the basis of effective communication. Understanding cannot be attained through casual contacts but only through a continuing process of association. Effective communication is achieved when the *meaning* of what is said is understood by the listener. In other words, effective communication is obtained by a combination of listening, speaking, (or writing) and *understanding*.

It has been said that *true communication* is based on objective listening. "(We should not use) words . . . coloured by our own experience or prejudice; (we should not interpret) . . . the words of others according to our own individual beliefs and background. And here we run into the first great difficulty. When we are talking to others, we think we are talking the same language, but far too often we are not. We may be using the same words, but that is a very different thing."

People are not naturally objective listeners. We are more interested in our own ideas than those of others. The rapidly moving world we live in does not allow too much time for contact and careful listening, and much of our communication is therefore on a hit or miss basis. The *true meaning* of what we say or hear is often obscured or lost.

There are other influences working against satisfactory communication. Different individual backgrounds, different word usage and customs, and a variety of organizational problems can hamper understanding, and make for poor communication.

Notwithstanding this difficulty in communication there is considerable evidence to indicate that

\**The Need for Higher Standards* — Howard Marshall — An article appearing in *The Bacie Journal* (Published by the British Association for Commercial and Industrial Education) — Vol. No. 6 — Nov/Dec (1950).

(Continued on page 4)



West  
Products  
ales  
dustry

Today's market conditions customers are demanding higher and higher standards of quality in the goods and services they buy. The customer has once again assumed his role as "boss". For a long time he was not able to exercise much choice in choosing the products he would buy. During the war and for some years after, the combination of shortages and greatly increased consumer demand left the customer in a position where he had to buy what was offered or go without. But the supply of goods is now more than equal to the demand. The customers are no longer satisfied with any but the best products. If he cannot find the quality he wants, he delays his purchase. The company which combines in its products topnotch quality and attractive price will get the customer's business.

**Temporary Lapses**

Quality consciousness is therefore of the utmost importance in producing goods or services. It is fortunate that most of us take pride in doing a good job. As individuals it is natural for us to be proud of good workmanship. While this instinct is always present, added stimulation is sometimes required to awaken it. For this reason it is important that both as individuals and as members of a team we resist any tendency toward temporary lapses in our efforts to maintain top quality.

**Who Is Responsible?**

The maintenance of high standards of quality at all times is the responsibility of each and every person in an organization. The maintenance of high quality can only be achieved through close co-operation and teamwork by everyone. It is important to remember that *everyone gains* when high quality products are produced, and *everyone loses* when quality standards drop.

**The LMC and Quality**

Because co-operation is so important to maintaining quality standards, your labour-management committee can play an important role in your quality control program. One of its most important functions can be to act as forum to discuss the reasons why top quality must be maintained.



## UNION-MANAGEMENT CO-OPERATION WILL IMPROVE QUALITY

It can also do an important job in gaining the general co-operation in a continuing program to improve quality standards.

**How ?**

A labour-management committee meeting on quality control might use the following as points to be considered:

1. How can everyone in the organization be made to realize that maintaining quality is essential to job security?
2. How can everyone be made to realize that "good enough" won't do?
3. How can everyone be kept alert to avoid costly errors which reduce quality?
4. How can everyone be kept informed about quality standards for their particular jobs, why they are necessary, and how they can be maintained?
5. How can employees be impressed with the idea that poor quality work by one endangers the job security of all?
6. How can employees be made aware of the necessity for careful inspection at all stages of production?

## Communication

(Continued from page 2)

older and narrower views of labour-management relationships are giving way to newer and more progressive ideas. These new ideas are based on the realization that labour and management have much in common, and that the welfare of an industry requires the willing participation of everyone engaged in it. It is also being recognized that employee satisfaction is a primary ingredient in the effective discharge of job responsibilities, and that any co-operative measures taken to obtain enhanced employee satisfaction will be helpful to the employee himself, to his industry, and to the larger community.

**Safety Officer  
Discusses  
Accident Prevention**

(Continued from page 3)

will improve. The emphasis is not only on setting up safe working methods, guarding machinery, providing safety equipment, and doing all the other physical things that contribute to the desired result, but in stimulating safety minded workers, who, will make safe working practices a safe way of life.

"Safety and its effect on the company's efficiency, concerns us all. I cannot urge too strongly that no opportunity be missed to encourage interest in our accident prevention activities. To reach our objective of an accident-free year we need everyone to be safety minded. Success in an endeavour to promote safety comes nearer when we all understand the objective and display interest."

**Accidents Preventable**

"It has been proven that 98% of accidents can be prevented either by the person involved or by supervision through the attitude towards safety that it builds among the employees. The success of almost completely avoiding accidents to employees is a constant challenge. Not one of us likes to feel we are less efficient than someone else, and in accident prevention work there is no need for anyone to be less efficient than the best."

**Safety Program Does More Than Prevent Accidents**

"A safety program does much more than prevent accidents. It can increase production, improve employee relations and make operations more efficient. But, of course, the main thing we must all expect from a safety program is the reduction in the number of accidents."

**Stereotype mats and gestaprint (for use on duplicating machines) of this cartoon are available without charge to company and union publications.**

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
Industrial Relations Branch, Department of Labour, Ottawa 4

Hon. MICHAEL STARR  
Minister

A. H. BROOKS  
Deputy Minister

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Canada Labour, Department of Labour - Management  
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# WORK in INDUSTRY

VOL. XV — No. 6

OTTAWA, CANADA

JUNE, 1958

## CNR Committee Holds 27th Annual Meet In Montreal



Labour and management representatives attending the 27th Annual System Maintenance of Way Committee, CNR, meeting are shown above.

The 27th annual system meeting, Union-Management Co-operative Movement, Maintenance of Way Department, Canadian National Railways, was held in Montreal on April 23 under the chairmanship of Mr. A. V. Johnston, Chief Engineer.

Union and management representatives from all parts of the country including the Western, Central and Eastern Regions, Grand Trunk Western, and the

Central Vermont Railway, were in attendance. These included Mr. J. E. Roy and Mr. C. Smith, general chairmen of Eastern and Western Divisions, respectively, Brotherhood of Maintenance of Way Employees.

Interesting reports on the operations of the Railways during the past year were provided by Head Office officials. These covered traffic, public relations, conservation and handling of materials,

safety, first aid, fire prevention, and other matters on each of which there was full discussion participated in by all delegates. Those who reported on the Railways' operations expressed their gratitude to the Co-operative Movement for the assistance it has provided, and their appreciation of the enthusiastic co-operation received from all employees.

Many suggestions dealing with the work of the Maintenance of

Way Department were discussed. Some of these had been referred to the Research Department and much interesting information was given by that Department on exhaustive tests which had been undertaken on new ideas for tools, equipment and materials.

These annual system meetings have been held for 27 years and the interest and enthusiasm of all concerned has remained at a very high level throughout.

### Firm And Employees Receive Council Safety Award

MARATHON, Ont. — The Marathon Mercury states that Marathon Corporation of Canada Limited has been awarded a Certificate of Achievement in the 1957 Paper Industry Safety Contest,

conducted by the National Safety Council.

Classed in Group B, of the Pulp and Paper Mills Division, the Marathon mill showed a reduction from 1956 in the frequency rate of disabling injuries. This rate was also below the average for all plants competing in the contest group.

Commenting on the Award,

Grant D. Ross, Manager of the Mill and Town Divisions, said that it was most gratifying to see the combined efforts of all acknowledged in this way. "I wish," he said, "to personally congratulate the co-operative effort of our employees in their program to eliminate disabling injuries in our plant."

The Certificate will be framed

and displayed at the mill so that all who joined in earning it may be able to see it. H. F. Parker, who played no small part in the improved safety record, said that the 1956 frequency rate (i.e., accidents per million hours worked) was 7.55. In 1957, this was reduced to 6.42 while the average rate for the group was 7.33.

(Continued on page 2)

# M. M. Maclean Retires As Labour Department Deputy G. G. Cushing Successor

OTTAWA, Ont. — M. M. Maclean, Assistant Deputy Minister of Labour, retired on April 30, after 16 years' service with the Department. One of Mr. Maclean's particular interests was in the work of the Labour-Management Co-operation Service in promoting joint consultation through labour-management committees. He was



M. M. Maclean, recently retired Assistant Deputy Minister of Labour. Mr. Maclean was well known all across Canada for his work in promoting better labour-management relations.

associated with this work from the beginning and is directly responsible for much of the success achieved both during the war and in the post-war era. Mr. Maclean's successor is Gordon G. Cushing, former Executive Vice-President of the Canadian Labour Congress.

Mr. Maclean's importance to the Department during the war years, and after during the transition from wartime to peacetime production with all its inherent problems for labour and management, is fully recognized by both his present Minister, Hon. Michael Starr, and his long-time associate in the Department, Deputy Minister A. H. Brown.

On the eve of Mr. Maclean's retirement, Mr. Starr, speaking at the recent Canadian Labour Congress Convention in Winnipeg, said: "As many of you know, Mr. Gordon Cushing replaces Mr. M. Maclean, who is now retiring after many years of conspicuous service. His service stands as a tribute not

only to himself but to you, in organized labour, from whose ranks he came.

"I would like to say at this point that Mr. Maclean has made a contribution to the Department of Labour which it would be difficult to overemphasize. He came to the Department at a time when unions were just beginning to



Gordon G. Cushing, former executive vice-president of the Canadian Labour Congress and now Assistant Deputy Minister of Labour.

reach toward their present status; he worked through the difficult years of the war and through the challenging years of formulating Canadian labour relations legislation.

"This audience will be mindful of his important contribution to the founding of the Canadian Brotherhood of Railway Employees, through the years of the All Canadian Congress of Labour and the founding years of the Canadian Congress of Labour. In so doing, he has made a contribution in a larger sense to Canada itself, that will long be felt."

Mr. Brown associated himself with all employees of the Department when he said: "We will miss the benefit of the long experience, judgment and sure knowledge of one who grew up in the labour movement and with the labour movement. But what was equally important, his integrity of outlook could never be questioned by labour or management. While he contributed greatly to the develop-

ment of one of Canada's great labour unions, I think that his work in the field of labour-management relations will be judged his greatest contribution to the broad social progress of this country."

During his Government service, Mr. Maclean served on many de-

partmental and interdepartmental committees and boards, such as the National Film Board and the Unemployment Insurance Investment Committee. In 1946, in recognition of his wartime service to Canada, he was made a Commander (Civil) of the Order of the British Empire.

present the suggestion again in a different form.

Among suggestions already accepted are: purchase of an additional number of tape machines for sticking plates; replacing the large wooden type with lead type, cast with new moulds; agreement between the various departments concerning the way in which certain new words should be written, and a new method of translating comic strips.

Inevitable mishaps have prevented the commercial printing group from meeting regularly. However, a long list of suggestions has already been submitted by the labour representatives and a prize has even been awarded for one of them. One employee found a way to re-use, on smaller presses, mats which had already been used on the larger ones.

In order to arouse more employee interest in these committees, it is intended to have the labour representatives alternate. One member will be replaced at each meeting, perhaps returning later. This rotation makes it possible for a greater number of employees to take a more active part in the success of the under-taking.

## Two Committees Active At Large Ottawa Newspaper

OTTAWA, Ont. — Two labour-management committees are presently functioning at Le Droit, one of Ottawa's large daily newspapers. One is made up of four shop employees, representing the hand and machine type-setting department, the stereotyping and rotary press department, and a representative of the company. The second consists of two commercial printing employees, representing typesetting and presses, and a representative of the company.

The newspaper's LMPC has been meeting regularly since March, 1957. Suggestions made are given immediate consideration first with the employee making the suggestion, and then with the heads of the departments concerned. At the next meeting the employer's representative reports on the decisions made and gives explanations why any ideas not accepted have been rejected. Workers are free to comment on the company's decisions, and, should the occasion arise, to



Members of one of the labour-management committees at Ottawa's Le Droit newspaper are shown above hard at work on committee business. These two active committees have been of considerable help to management in improving production efficiency.

## Safety Award

(Continued from page 1)

"Teamwork in Industry" wishes to congratulate management, the members of Local 548 of the International Brotherhood of Pulp,

Sulphite and Paper Mill Workers CLC, and Local 219 of the International Office Employees Union CLC, as well as the Safety Committee and the Employee-Management Co-operation Committee Marathon for their splendid achievement.

# CO-OPERATION BRINGS 2 MILLION ACCIDENT-FREE HOURS TO EMPLOYEES AND MANAGEMENT OF MONTREAL CAN FIRM

MONTREAL, Que. — Since August 16, 1956, no employee of the American Can Company's Montreal plant has suffered a lost-time accident. Up to May 13, this meant that the plant had worked 2,200,000 man-hours without a lost-time accident.

Before an audience of over 500, the company and employees received several awards on May 13 for this outstanding achievement.

In 1955, accidents in this plant had reached serious proportions. A senior management representative said that accident prevention was at a very low level at that time. Today, the picture is entirely changed. The company, in co-operation with the union, The Can Workers Union, CLC, decided to take action to improve the level of accident prevention and to cut lost-time accidents. As a result of this concentrated labour-management campaign, only two of the company's 65 plants have equalled the Montreal safety record and in the Province of Quebec only five of 2200 plants registered with the Quebec Accident Prevention Association have reached the two million man-hour mark without lost-time accidents.

## Safety Committee Untiring in its Efforts

One of the first steps in this broad program of accident prevention was to organize a joint labour-management safety committee. Under the chairmanship of Personnel Superintendent Stanley Jacob, this committee has worked to coordinate the safety program.

The accident prevention committee meets once a month with the safety captains. The general accident prevention record in all the company's Canadian plants is reviewed and then the accident prevention situation in the Montreal plant is studied. Each safety captain reports for his department on his regular safety checks and also what action was taken as the result of his written reports. A representative of the Quebec Industrial Accident Prevention Association also attends each meeting.

Minutes of meetings are widely distributed and copies posted on all bulletin boards and sent to the plant manager, the vice-president in charge of the Canadian Division, and the chief safety director for the company in New York.

In his remarks to the employees,



On behalf of the Mayor of Montreal, Louis Laberge pro Mayor and President of the Montreal Labour Council presents a special award to Paul Newman, former President of the Local at American Can Company, for outstanding contributions to safety.

Plant Manager W. H. Mansfield said: "I am happy to express our sincere appreciation to you for so graciously having accepted our invitation to share with us this afternoon our pride and pleasure in achieving the truly magnificent figure of 2,200,000 man-hours without a single lost-time accident.

## Plant Manager

"I can assure you, ladies and gentlemen, this is the result of the determination of this entire organization to prove to industry in this city and across Canada that accidents CAN be prevented and do not 'just happen'.

"Each and every one of us will feel a personal and very justifiable pride in accepting the certificate and plaques with which we shortly will be presented but far and above that, is the knowledge that since August 16, 1956, not one single employee has suffered physical pain or incurred loss of income as a result of an industrial lost-time accident which, to my

way of thinking, is the true spirit of accident prevention.

"You will be interested to know that only two other plants of the Canco Division of our company out of 65 ever have reached 2,000,000 consecutive man-hours and only one has reached 2,600,000. To date none has attained our new goal of 3,000,000 man-hours.

"As in all campaigns which are successful there has to be a group of people who add the spark and leadership essential in reaching the objective and so, in our accident-prevention drive, our Plant Safety Committee has done an outstanding job in leading us on to victory.

"Our supervisory staff also has played their part and has earned our sincere appreciation for the fine way they have co-operated at all times, making arrangements each month to allow Safety Committee members free time and by taking an active and positive part in eliminating hazards and unsafe practices in their departments.

"The co-operation of union

officers, the Stewards' Council and members of Local 353 and of the ALA has set a fine example of labour and management working together to achieve a common goal for the benefit of the entire organization and we acknowledge our thanks to them for their support.

"Our thanks are due to Mr. E. D. Salle, Manager of Safety & Industrial Hygiene of the Canco Division of our company and to our own head office officials who have given us complete support in this campaign."

## QAPA Award

Mr. Pat Hitchison of the Quebec Industrial Accident Prevention Association presented a Certificate to Montreal plant employees on behalf of the Association. This Certificate was in recognition of the outstanding achievement of attaining two million man-hours without a lost-time accident. In presenting the award to Gerry Sarrazin, President of Union Local 353, Mr. Hitchison said that the record was the result of individual and co-operative effort by everyone in the plant. He said that neither management nor employees had shirked their responsibility to maintain safe working conditions.

## Safety Council Awards

The National Safety Council presented two awards to the plant. The first of these was the National Safety Council Award Plaque. This plaque was presented to F. J. Kerr, Montreal Plant Accountant, and L. Cormier of the Amalgamated Lithographers of America, by G. H. McVean, Canadian Vice-President of the American Can Company.

In presenting the plaque Mr. McVean expressed his own pleasure and pride at the safety record. He said it was the greatest accomplishment in the history of the Montreal plant and described the record as "fantastic in Canadian industrial operations". He felt that the achievement of this safety record was the result of whole-hearted co-operative effort at all levels in the plant and said that it was the epitome of teamwork.

The second Safety Council award, the National Safety Council Pennant, was presented to H. Nantel and E. Barr by P. E. Salter, Chief, Labour-Management

(Continued on page 4)

# VACATION TIME A TIME FOR CARE

Annual vacations have become part of our way of life and holiday time is generally looked forward to with pleasant anticipation. Yet all too often vacations instead of being restful pleasant interludes from work, end in tragedy. Each year the toll of vacation hazards rises.

## Know The Precautions

As with all accidents, carelessness and failure to take proper precautionary measures are the biggest causes of vacation accidents. If vacations are to be happy we should avoid unnecessary risks. We should know the nature of vacation hazards and observe the safety precautions necessary to prevent mishaps.

## Some Vacation Hazards

The Department of National Health & Welfare has prepared a list of the most frequent vacation hazards. The list includes:

**SUNBURN** — Sunburn is perhaps the most frequent cause of discomfort and spoiled vacations. Everyone likes to get a good tan but some of us try to rush the situation and end up looking like boiled lobsters. In some cases the victim suffers untold agonies and perhaps becomes acutely ill. The results of this haste certainly do not justify the effort.

**SUNSTROKE** — Overexposure to the direct rays of the sun can cause heat sickness (commonly called sunstroke). Other effects of heat may vary from a mild form of heat cramps to heat exhaustion or heatstroke, the latter sometimes ending fatally. The danger from sunstroke is increased by factors such as old age, fatigue, overweight, etc.

**SWIMMING** — Each year many lives are lost through drowning. The greatest percentage of drownings could be prevented if simple safety precautions were observed.

**BOATING** — Unfamiliarity with boats and engines, horseplay, and improper equipment cause many avoidable boating tragedies.

**POISONOUS PLANTS** — Those planning vacations at cottages or other out-of-the-way places should be particularly careful of poisonous plants. Poison ivy, poison oak, and poison sumac, all look innocent but are exceedingly dangerous.

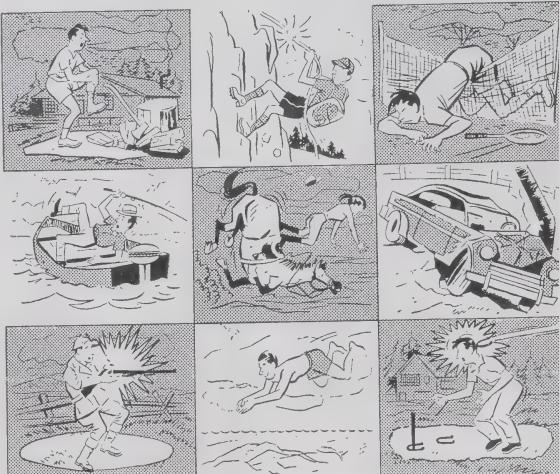
**INSECT BITES & STINGS** — During the warm summer months

biting and stinging insects are usually plentiful, especially around swampy areas and stagnant water. Bites or stings from mosquitoes, black flies, horseflies, etc., can cause pain and discomfort. The common housefly is also dangerous because in addition to being a nuisance it can also be a carrier of disease.

**FOODS** — During the warm summer months foods spoil very quickly unless adequate refrigeration is available. If refrigeration is not available, food should only

## Information Available

Detailed information on avoiding the above hazards, and their proper treatment are available from various sources such as doctors, local and provincial health departments, the federal health department, and safety organizations. A sub-committee of your labour-management committee could perform a worth-while service by investigating these sources and obtaining any literature available for general distribution.



## DON'T BECOME AN ACCIDENT STATISTIC!

be prepared in small quantities for immediate use. This is particularly so with such perishables as milk, foods containing milk or cream, and raw meats. In the same category is water from lakes or streams which may be polluted and should not be drunk unless boiled or otherwise purified.

**SAFE DRIVING** — Last, but not least, is the hazard from driving. Driving is more hazardous in summer because of increased traffic and higher speeds, and great care should be exercised.

Stereotype mats and gestaprints (for use on duplicating machines) of this cartoon are available without charge to company and union publications.

## 2 Million Accident-Free Hours

(Continued from page 3)

Co-operation Service, who was representing the Hon. Michael Starr, Minister of Labour. Mr. Salter expressed the Minister's regrets at being unable to attend and told the audience that the achievement of this award was a glowing tribute to the co-operative spirit of management and labour at the plant.

## Canadian Manufacturers' Award

The Canadian Manufacturers' Institute also made an award to the company and employees in honour of the outstanding achievement. This award was presented by J. Gardner, Canadian Manager of Manufacturing, to S. Jacob and M. Bissonnette. Mr. Gardner expressed his hope that a record of three million accident-free man-hours would be reached.

## Special Award

On behalf of the Mayor of Montreal, Louis Laberge, pro Mayor and President of the Montreal Labour Council, presented a special award to Paul Newman, former President of the Local, in recognition of his outstanding contributions to safety activities over the past years. Mr. Laberge said that labour, as well as management, was very interested in safety and that it was gratifying to see a company and its employees working together to achieve safe working conditions.

## President's Congratulations

Company President Wm. C. Stolk sent a message of congratulations to the Montreal employees. He said:

"I was delighted to learn that Montreal recently established a record of two million continuous man-hours worked without a disabling injury. This is a remarkable achievement and I wish to congratulate you and all the people in the Montreal plant for this outstanding performance."

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa 4.

Hon. MICHAEL STARR  
Minister

45

A. H. BROWN  
Deputy Minister

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# I WORK in INDUSTRY

VOL. XV — No. 7

OTTAWA, CANADA

JULY - AUGUST, 1958

## Mutual Interest Board to Cement Employer- Employee Relations

**HINTON, Alta.** — After careful study over the past several months between the management of North Western Pulp and Power Ltd., and the officers of Local 855 of International Brotherhood of Pulp, Sulphite & Paper Mill Workers, it was decided to form a Mutual Interest Board as another medium to weld together the good employer-employee relations existing at this time.

The Federal Department of Labour has for several years organized such programs through their Labour-Management Co-operation Service, and Mr. Paul Graham its field representative was in Hinton on Tuesday May 20. At that time, he helped to draft the constitution for the guidance of a Mutual Interest Board.

The Board makes possible the active participation of employees in plant operations. Departmental representatives are: T. Kitaguchi from Operations with W. Collings as an alternate; M. Gouldard from Recovery and Power with H. McLeod as an alternate; Ken Ranger from Woodroom and Woodyard and D. Speer from the Maintenance Department with J. Lidgett as an alternate. The office representative is Miss Sylvia Denholm and the union representative is Wm. Nowrie, President of Local 855. Management members consist of H. K. Collinge, K. Anderson, D. Smith and W. H. Sawyer.

The purpose of the Mutual Interest Board is to promote such matters as improvement of Company services, safety, good public relations, recreation and social programs, lower operation costs, less tardiness, waste reduction, less damage to equipment and good housekeeping. In order that all employees of the Company will have an opportunity to present suggestions of improving the efficiency of plant operations, members of the various departments will be rotated.

(Continued on page 3)

## Life-Saving Award for Employees of Carling's, Winnipeg



Jake Favel and Carl Zeilinski of Carling's Breweries, Winnipeg, receive the Red Cross framed testimonial. Left to right are C. V. Nordal, Brewmaster; W. A. Speers, President of Manitoba Red Cross; Mr. Favel; A. C. Candline, Labour-Management Co-operation Service, Department of Labour; Mr. Zeilinski; W. A. LeBlanc, Director of Canadian Red Cross, Manitoba; H. B. Foster, Chairman, Labour-Management Co-operation Committee; R. R. Fultz, Assistant Manager, Carling Breweries (Manitoba) Ltd.

**WINNIPEG, Man.** — Wednesday, February 5, started out like any other day at the Carling's Breweries (Manitoba) Ltd. plant in Winnipeg, but it turned out to be an exciting day for Carl Zeilinski and Jake Favel.

These two employees were eating lunch on the second floor of the Brewery. Looking out the window, Mr. Zeilinski noticed two little boys playing on the ice of the Red River, one of them inside a fence that guards the opening of a sewer running from the Brewery to the river.

The boys were in obvious danger and the two men ran downstairs and out to the river's edge to warn them. It had already happened however — one of the boys

had fallen into the water and was clinging desperately to the edge of the ice. Fortunately the men not only had the courage to act but, just as important, they knew what to do. Mr. Zeilinski picked up a long pole and the two inched their way out over twenty feet of ice, holding the ends of the pole.

They reached the edge just as the boy was going down, but Mr. Favel managed to grab his jacket and pull him from the water. They brought the frightened lad to shore and into the steam room of the brewery, from where he was taken to Winnipeg Children's Hospital.

### Labour-Management Committee

According to Carling's Manitoba News the two were the most popu-

lar men in Winnipeg that afternoon. They were interviewed over local radio stations and their exploit made front-page news in Winnipeg daily papers. The Labour-Management Committee at Carling's felt that such an act should not go unrecognized, and consulted Mr. R. R. Fultz, the Assistant Manager. The upshot was that at a meeting of the Labour-Management Committee the men were presented with silver bottle openers by Mr. Fultz, who acted in the place of Committee Chairman H. Foster.

### Red Cross Presentation

The Canadian Red Cross Water Safety Committee, also interested (Continued on page 4)

# Comprehensive Safety First Campaign Succeeds at Canada Iron Foundries

**ST. THOMAS, Ont.** — At the beginning of this year a carefully-planned safety first campaign was put into operation at the St. Thomas, Ontario, plant of Canada Iron Foundries. The campaign was effective from the very start — in April, the Secretary of the Safety First Committee, Mr. T. H. Wood, was able to report that there had been only three lost time accidents, compared to 10 in the same period in 1957, while accidents requiring medical attention had dropped from eighteen to ten.

All plant employees at Canada Iron Foundries have been divided into six groups of equal size, the assignments being made in such a way that plant hazards are shared as equally as possible. The six groups thus have an equal chance of achieving a safety record.

In effect, these six groups compete against each other every month for the honour of the plant safety record and for the cash award that goes with it.

## Groups Compete

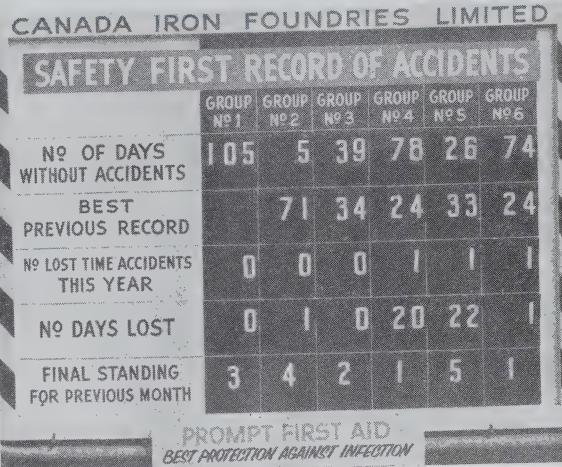
Each group starts the month with 1,000 points, and points are deducted whenever a member incurs a penalty. A daily record of the standings of the six groups is kept on a large notice board within the plant and each day a plant employee, whose clock number is posted, is responsible for bringing the board up to date.

A group loses points for any of the following reasons:

1. Compensation case — 5 or more days lost — 150 points
2. Lost time accident — 1 to 4 days lost — 100 points
3. Failure to report an accident immediately — 100 points
4. Medical aid requiring treatment by a doctor — 50 points
5. Failure of a group leader to attend a Safety First meeting — 50 points
6. Failure to carry out instructions given by a doctor or nurse — 25 points
7. Failure to change the Work Safety Record Board — 25 points

## Monthly Cash Awards

The group which ends each month with the fewest penalties —



This eye-catching board records the daily safety standing at Canadian Iron Foundries.

that is, with the highest number of points — wins a cash award of \$30. A group member found not wearing the prescribed safety shoes or safety glasses is not eligible for a share in his group's winnings. Each month also the company awards a \$10 cash voucher to the member of an employee's family who can repeat the safety slogan for that particular month, when asked for it by telephone. In this way, the Company hopes to extend the idea of safety first beyond the plant to the home of all employees.

A representative from each group is appointed to the plant Safety Committee. These appointments are for a six-month term, and are rotated among the members of the group.

## Weekly Inspection

Three of these group leaders carry out a weekly inspection of safe working conditions in each department and a report of this inspection is circulated to the various shop supervisors for their attention. Good housekeeping will also be taken care of in a unique way. Each department will be judged as to its housekeeping and a certificate, indicating by a distinctive colour the housekeeping standard attained will be posted in a prominent position so that everyone can see clearly how well their department measures up.

In a letter to all employees shortly after the programme be-

gan, J. L. Clark, Works Manager, thanked the staff for their efforts and announcing the first award winners, he said:

"It is our desire that each employee will eventually receive a similar award, since we feel that without the support of every employee the January record could not have been established. However, we feel you have already received a reward in that you can now feel that, with the co-operative efforts of management and employees, the St. Thomas plant of the Canada Iron Foundries is now a safer place in which to work, and that every effort will be made for still further improvement."

"With your safety in mind, your group leaders have brought forward a number of suggestions for the betterment of working conditions, and the Company has been happy to undertake much of the work involved, and still further improvements are now under consideration. We know you will be interested in following the progress of these improvements as the report is posted each week on the bulletin boards throughout the plant."

## Union Support

The safety first campaign at Canada Iron Foundries has the full support and co-operation of local 4815 of the United Steelworkers of America which represents the employees.

## Successful First Year For LMC

**FLORENCE, N.S.** — At the regular session of the Florence Local of the United Mine Workers of America it was unanimously agreed that the Production Committee had accomplished much in the interest of the workers during its first and trial year of operation.

The members of this new labour-management group include James Jobes, Local Union President, Patrick J. Jessome, and Thomas Howard. The Secretary for the Union-Company meetings is Hugh McIntosh, another member of this Local Union. The committee was reappointed to carry on for another year.

The minutes of the last meeting with the Company officials showed that the Union representatives have done a good job in bringing about better working conditions and improved production.

President Jobes and the other members of the committee were highly praised for their efforts, which all agreed are bearing fruit. Secretary McIntosh was also commended for the efficient manner in which he is carrying out his duties.

## Some Guides For Those With Ideas

Labour-management committees frequently organize suggestion campaigns and ask employees for their ideas on plant operations without however, offering guidance to the employee or endeavouring to direct his thinking. The following list provided for one such campaign indicates areas where suggestions are valuable, and could be useful to others:

1. Improvements in the appearance and the quality of the product.
2. Improvements in volume and methods of production.
3. Improvements to machinery and equipment.
4. Elimination of waste.
5. Reductions in costs of production.
6. Improvements in safety measures.
7. New uses and markets for products.
8. Improvements in office work.
9. Ways to save time.

A study of this list could be helpful to employees wishing to offer suggestions.

## **Annual Meeting of Windsor Committee**

**WINDSOR, Ont.** — At the Annual Meeting of the Labour Management Committee of Rinshed-Mason Company of Canada, Ltd., held in Windsor on April 11th, the out-going members for 1957-58 and new members for 1958-59 were in attendance.

A review was made of all business considered by the Committee since its first meeting in 1955. The records showed that during the past 3 years, 103 items were on the agenda, of which 70 were acted upon and completed, 11 proposals were dropped, while 22 remained for further action at a later date.

These unfinished and uncompleted projects were analysed and a priority set up for future disposition by the new Committee.

Sterling Berry, Director of Industrial Relations of Rinshed-Mason, speaking for Dr. N. P. Beckwith, Vice-President and General Manager, complimented the L.M.C. for the important part the Committee has played in promoting a friendly spirit of co-operation and mutual understanding among the employees, and commended them for a job well done.

Mr. Albert Elson, representing the Labour Management Co-Operation Service congratulated the Committee on the success of their activities and expressed his thanks for the services rendered by them.



### **Mutual Interest Board**

*(Continued from page 1)*

The Board will meet on the third Thursday of each month at 2.00 p.m. in the Board Room of the Administration Building. The first official meeting was held on Thursday, May 29, at 2.00 p.m. All employees have been requested to take their suggestions to their departmental representative.

Representing the members of a newly formed Mutual Interest Board at North Western Pulp & Powder Ltd., Hinton are left to right: D. Smith, Pulp Mill Superintendent; P. Graham, Federal Department of Labour; K. Anderson, Chief Engineer; W. H. Sawyer, Industrial Relations Manager; Wm. Nowrie, Union President Local 855; H. K. Collinge, Resident Manager; W. Cockcroft, Steam Engineer; T. Kitaguchi, Bleacherman; K. Ranger, Cary-Lift Operator; M. Gouard, Caustic Operator.

### **New Booklet Available on Joint Consultation Practice**

**OTTAWA, Ont.** — A new booklet, "Teamwork in Action" has been released by the Labour-Management Co-operation Service and is available to interested parties through field representatives of the Service or directly from Ottawa.

The booklet deals with the practice of joint consultation in six Canadian companies as described in various issues of "Teamwork in Industry" during 1957. The different articles deal with labour-management co-operation in:

Ontario Hydro Commission (St. Lawrence Seaway Project)  
Dominion Structural Steel Ltd.  
(Disher Steel Division, Toronto)  
American Can Company Ltd.,  
Montreal.

Canadian Refractories Ltd., Plant  
No. 2, Marelan, P.Q.

John Labatt Co., Ltd., London,  
Ont.

John Wood Ltd., Winnipeg, Man.  
Please use the form below to order copies from the Department of Labour, Ottawa.

*Please mail me, without obligation, a copy of*

**"TEAMWORK IN ACTION"**

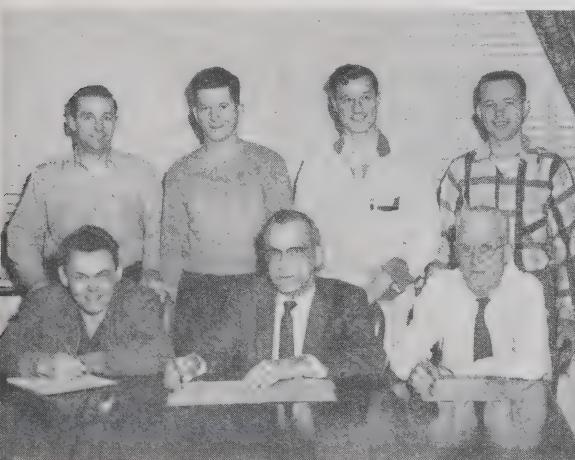
Name .....

Title .....

Company or Union .....

Mailing Address .....

Past and present members of the LMC at Rinshed-Mason Co. of Canada, Ltd. Standing left to right, are Milton Rheaume, and James Brownell, representing the labour side of the Committee; Vernon Rickert, representing management and Norman Harris, labour. Seated are John Basden, labour; George Kronbach, management and Percy Upton, management.



## **Philosophy Behind Consultation Based On The Need For Explanation**

There are many different ideas about what joint consultation is, and how it can best be achieved. Workers like to feel that they count as individuals; and when they think they are being "pushed around", they tend to resist co-operation. Those who support this view of joint consultation maintain that the workers' confidence and willing co-operation can only be gained through persuasion — i.e., by explanation and consultation.

The need for such explanation and consultation is found in the "community" nature of industry. "If it is correct that an essential condition of co-operation is that people shall feel that they count, then it follows that it is within the workshop community that this feeling must be created. Joint industrial councils to promote 'the progress and welfare' of a whole industry are all very well, but they have no bearing whatever on this particular need. The feeling of counting is an individual and personal one, and it is in the domestic (i.e., local) life of the workshop that it must be satisfied. The roots of happy industrial relations lie in happy relations within the individual establishment. And these cannot be created by any general agreements for an industry as a whole, however good those may be . . . The problems are quite distinct. Consultation at industry level is concerned with general policy and with framing sound laws. Consultation at the individual establishment level should primarily be directed to making the people who work there feel that they count as members of that community."\* It is for these reasons that joint consultation has been most successful in individual plants.

Since the work place is essentially a community, therefore its "citizens" should be happy and in-

terested in the welfare of that community. One of the principle aims of joint consultation is to give the worker a greater feeling of usefulness and participation in his industrial community.

Neither management nor labour were at first inclined to give much

without question, and without any sense of participation in a common effort with management. Little consideration was given to the possibility that there might be reasons, or the need, for a broader approach to the problems that lie at the root of labour-management relationships. Before progress could be made in the direction of developing greater mutuality of interest between labour and management, some effective machinery

for the settlement of these economic and other differences had to be worked out.

The system which was established, namely, collective bargaining, is based on the recognition of the right of employees to organize for their economic improvement, and to negotiate agreements with management providing for the rate of wages to be paid, hours of work, and other working conditions. Once this basic foundation for co-operation was laid, it then became possible for the two partners — labour and management — to look beyond this advance to find where they could work together to solve problems of mutual interest and concern.

The form of joint consultation which has developed out of this recognition of mutuality of interest has been based on the fact that there are large areas where the interests of employees and employers are common. Joint consultation provides the machinery for discovering and developing these fields of common interest, just as the collective bargaining system provides the machinery to settle economic and other related differences which may exist between them.



Poster No. 7 / 58, issued by LABOUR-MANAGEMENT CO-OPERATION SERVICE, Department of Labour—Ottawa.

consideration to the idea that employees had a common interest with employers in the progress of the enterprise. The generally accepted theory of employee-employer relationship was that wage rates and the employee's other conditions of employment were determined by the employer on the economic factors of labour supply and demand. In return for these economic and other considerations, the employee did as he was told

Stereotype mats and gestaprints (for use on duplicating machines) of this cartoon are available without charge to company and union publications.

## **TEAMWORK in INDUSTRY**

Published by the Labour-Management Co-operation Service,  
Industrial Relations Branch, Department of Labour, Ottawa 4.

Hon. MICHAEL STARR  
Minister

A. H. BROWN  
Deputy Minister

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\**The Working of Joint Consultation* — (A publication of the British Industrial Administration Group) — An article by Sir Charles Renold, J. P., entitled "The Aim of Joint Consultation".

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Canada Labour Department of Labour - Management  
Co-operation Service

# WORK in INDUSTRY

VOL. XV — No. 8

OTTAWA, CANADA

SEPTEMBER, 1958

## B. C. SAFETY WEEK WAS A GREAT SUCCESS

**VANCOUVER, B.C.** — Chairman Anthony F. Douglas of the Joint Forest Products Safety Committee of British Columbia reports that the Annual Forest Products Safety Week from May 12 to May 17 was again a great success. About 60,000 workers in the forest industries of British Columbia took part and accidents reported during the week were at a low level.

Reduction of accidents during Safety Week was not the only reason for the campaign, for it was the aim of the committee to bring the idea of safety and accident prevention home to every worker in the industry and to enlist the co-operation of each in safety. Success in the reduction of accidents during Safety Week demonstrates that co-operation between all concerned can reduce accidents and that with it there can be fifty-two "Safety Weeks" in each year.

### All sections represented

The membership of the Joint Forest Products Safety Committee as its name implies was representative of all sections of the industry and included representatives of all employers in the B. C. Forest Products Industry, Unions, and Government.

Officers of the Committee were Anthony F. Douglas of the B. C. Loggers' Association, Chairman; John T. Atkinson of the International Woodworkers of America, Vice-Chairman; R. J. Doug Watts of the Workmen's Compensation Board, Secretary and Walter Cook of Forest Industrial Relations, Treasurer.

Intensive work was done by the committee toward the organization of Safety Week and all logging camps, trucking units and mills cooperated. Sub committees on safety program material and posters were also busy.

A series of posters, one of which was to be used each week prior to Safety Week, was prepared and distributed to all sections of the province. The final poster of this series used the B.C. Centennial theme "A Century of Progress" and the Totem Pole, and spelled out the word "Centennial" as follows:



Government, management and trade union representatives at the B.C. Forest Industries "Safety Week" flag raising ceremony at Vancouver, B.C.

Co-operation	—Union and management
Enthusiasm	—For Safety
Neatness	—Dress and Work Place
Training	—For the Job
Example	—To Others
New Man	—Help Him
Interest	—Hazards
Alertness	—Maintain it
Loyalty	—All the Time
	—To your Fellow Workmen

### Opening ceremonies

The opening ceremonies were marked by the raising of the Safety Flag in different centres of the province including Vancouver, where the honour of raising the flag was given Giacomo Clozza a union member with a record of fifty accident-free years. Union, management and Workmen's Compensation

Board representatives also took part and spoke of the accomplishments in accident prevention in the industry.

Something of the enthusiasm which marked Safety Week and something of Safety Week's success may be seen in the following message sent to members of the International Woodworkers' Union by the Chairman of the Committee, Anthony F. Douglas.

### Chairman's remarks

"With this year's Safety Week over we can now safely say that it was one of the most successful to date.

"Most credit must go to the workers in the forest products industry for their outstanding efforts in making Safety Week a truly Safe Week.

"The Accident Rate for the Week was down 68% in all participating associations. This record proves that when workers are aroused to the importance of Safety they can have Safety.

"The Joint Forest Products Safety Committee would like to thank the daily and weekly press, magazines, radio and TV stations, movie houses, and retail merchants throughout the province who cooperated so wonderfully in helping to spread the gospel on Safety.

"I would also like to express my thanks on behalf of the joint committee, to every safety committee in the industry who personally carried the banner of Safety to the workers in the field. Without their support the task of reducing accidents would have been impossible.

(Continued on Page 2 Col. 4)

## Twenty-five Years of Co-operation

The great United States public utility, The Tennessee Valley Authority is celebrating its 25th anniversary this year having come into being by an Act of Congress dated May 18, 1933.

Early in its history the necessity of full union-management co-operation on the huge projects to be undertaken by TVA was recognized by unions and management alike, resulting in the eventual organization of co-operative conferences at unit and branch levels throughout the operations. At this date there are 59 of these co-operative conferences.

Commencing nine years ago, annual Valley-wide meetings of management and union representatives from these different conferences have been held at which their work for the previous year has been reviewed. At this year's meeting a panel discussed the subject — "Twenty-five years of union-management co-operation in TVA".

Mr. Louis J. Van Mol, Assistant General Manager and Chief Budget Officer reviewed the principles underlying the employee-management program in TVA. He stated that the roots of the co-operative program as it is known today lie in the TVA Act itself for in it, it is mentioned more than once that a co-operative effort on the part of all agencies would be required.

As early as 1935, after a good deal of thought and much hard work, the "Employee Relationship Policy" was adopted and one of the most significant principles expressed in the Policy was the right of employees to organize and to select representatives of their own choosing without interference. In addition the Policy looked forward to the establishment of joint conferences between representatives of employees and management for the purpose of systematic employee-management co-operation.

### Principle of Program

Mr. Van Mol summarized the basic principles of the program in this way:

1. Policies are sounder and more successful when those who have to carry them out have a part in making them.

2. Every TVA employee plays an important part in getting TVA's job done well.

3. Each employee can and will do more than his job requires if given the opportunity.

4. Mutual confidence and good faith between employees and supervisors is a must for best job performance.

5. Management can rely on employees to exercise good judgment.

Mr. Van Mol closed his remarks by saying: "New ideas must be continually emerging, and with continued co-operative effort in generating new ideas and using them, TVA will stay at the top in imagination, efficiency, and economy."

### Union Representative

Mr. Noble J. Sanders, representing the Public Safety Service Employees Union, reviewed the many contributions which had been made "to the mutual benefit of both labour and management, because we were able to meet on a common level, for a common purpose."

Speaking of the co-operative conferences, Mr. Jesse L. Harris, representing the Salary Policy Council AFL-CIO, an organization of local unions of the Office Employees International Union, the Building Service Employees' International Union, and the Public Safety Service Employees Union.

"... Here is a formal, jointly administered program through which unions and management seek to improve efficiency, maintain a high degree of morale, find the answers to mutual problems, and secure for themselves the highest type of job satisfaction."

Mr. P. R. Andrews spoke for engineering and scientific employees and said: "Throughout these almost 25 years, TVA management and employees have been learning to work together. They have been developing a common understanding ... .

The co-operative conference idea did not get under way at once. To be honest, a certain amount of head knocking was suffered by both management and employees before either party had prepared itself to recognize the other's viewpoint with intelligence and understanding ... .

"Ordinarily we measure the success of the conferences in terms of lower production costs, higher efficiencies, greater harmony, and solutions to knotty problems. There is yet another feature of the conferences which is highly important to the over-all program of union-management relations.

"The regularity of their meetings keeps before both parties the spirit of working together. They develop their skill and techniques in the exchange of thoughts and they learn how to overcome their prob-

lems with each other or to work around them.

"Our efforts at the annual salary negotiations or grievances would be sorely disappointing without the practice which these meetings provide. Together with other meetings on personnel matters there usually exists a healthy state of activity..."

### Common Interest

Mr. G. O. Wessenauer, Manager of Power, gave a management appraisal of 25 years of union-management co-operation. He said: "I believe that TVA's success in the union-management field can be largely attributed to an early identification of a common interest. As members of the TVA organization we have been dedicated to the region. Our objectives were not those of sharing the earnings of a commercial enterprise but rather of helping a region to grow and develop.

"Therefore, while for organizational reasons some of us wore the hats of management and others the hats of labour, we were closer together than those designations would normally indicate. In fact, as members of a public agency, we had to learn over a period of time what our roles as management and as labour should be.

"One of the very first things we had to learn was that the other party merited respect and confidence, that each had a significant contribution to make in this respect for carrying out the over-all assignment ... .

"How have these relationships been reflected in TVA's program? Can we show tangible results? The answer is yes — emphatically! Not that all of our relationships with unions have been untroubled; on the contrary, some have been difficult, but they have for the most part reflected an earnest seeking of the right result ... ."

Mr. Wessenauer then cited tangible examples in terms of meeting construction schedules, the effect on costs at Shawnee of workers coming to feel a part of TVA and wanting TVA to show up well, and joint efforts in the field of training. He complimented TVAEA for its sponsorship of training in nuclear engineering at several locations in the Valley. "In two other areas significant results can be identified as stemming from this mutual respect for the other fellow — the safety program and in resolving jurisdiction disputes ... .

"Out of our 25 years of union-management co-operation we have reached a stage where we take a joint approach to almost every problem affecting the interest of employees. TVA is confident that this is a sound approach because over the years both management and employees have learned that responsible leadership is necessary to effect and maintain a healthy union - management relationship based on confidence and trust.

"I challenge both management and the unions to continue to maintain that relationship. It is not easy. It requires careful consideration of objectives in any proposals presented by either management or labour as to how those objectives gear with TVA's mission of service in the Valley — and how they affect the employees as individuals. It also requires that we keep our eyes focussed on the paramount objective of TVA — how best to serve the people of the Tennessee Valley and of our nation."

## Safety Week

(Continued from Page 1)

"Let's all hope that the results of Safety Week will be reflected in the weeks, months and years ahead."

### Successful teamwork

Arthur Francis, Chief Inspector of the Workmens' Compensation Board addressed the following words to the union membership:

"Safety Week is over and now is the time to evaluate the successes and failures of the campaign. One thing we know for certain and that is in the larger balance of accident prevention activities, Safety Week is a great success. The extent of the success will be gauged by the record of this year and years to come.

"Once more, all who work in the forest products industry have reaffirmed their unity of purpose in the struggle to control hazards and to reduce injuries toll. Once more all of us are made conscious of the teamwork, planning and leadership which we have established in this vital job.

"Once more we are aware when we are putting these into action that they are a part of our day to day work. We have demonstrated to ourselves and to all who might doubt that effective teamwork and imaginative leadership is not a distant goal but a present practice recognized, supported and in action.

"And above all, let's continue to back the attack on accidents to eliminate human suffering."

The Forest Industries of British Columbia provide a great example of Labour-Management Co-operation on safety.

## L. M. Co-operation at Burns & Co. Ltd.

PRINCE ALBERT, Sask.—Joint labour management consultation is practiced on a large scale in the Prince Albert plant of Burns and Company Limited according to a recent issue of the Prince Albert Daily Herald which devoted a section to the opening of the company's new plant in that city.

The Labour-Management Production Committee with four representatives of labour and three management meets monthly to examine matters relating to plant production. The committee also informs the employees of developments and changes in operations and keeps them up to date on company problems and accomplishments.

The Office Sales Management Committee is similar to the Labour-Management Production Committee in its functions but it operates among the office and sales staff. It provides a means for employees to make suggestions for improvements in the operation of the office and the company generally. The committee also keeps the employees informed on changes in policy, products and other matters.

The Safety Committee is a group of labour and management representatives who are appointed to carry out monthly inspections of the plant, hold monthly meetings to discuss and put forward recommendations for safe equipment and safe practices in the plant. They also investigate plant accidents and suggest ways and means of eliminating recurrences.

The Burns Savings and Credit Union is a voluntary organization set up for the benefit of the employees. Contributions are made through payroll deductions, to a savings bank. Employees who are members can obtain loans when they need them. The organization has 182 members and in 1957 it loaned \$44,000. There are sub-committees within the main board of directors to handle loans, and other phases of the operations.

The Burns Employees' Social Club was formed to promote better acquaintanceship among the employees and to permit them to enjoy good fellowship through bowling, curling, golf, monthly bingos and dances, children's summer picnics and other social and recreational activities. Employees belong on a voluntary basis and the club is financed through weekly payroll deductions.

Plant employees of the Prince Albert plant are represented by Local 234 of the United Packinghouse Workers of America.

## LITTLE THINGS

There is a saying to the effect that if you look after the pennies, the pounds will take care of themselves. It is somewhat similar in plant operations for attention to little things can mean a successful business while lack of attention to them can mean failure.

One of the very little things, for instance, is the manner in which the telephone is answered. A friendly voice at the end of the line, recognition of the voice of the person making the call and evidence of a desire to be helpful may bring business, but a gruff, unfriendly voice together with a "I couldn't care less" attitude can turn business away. Business is carried on today by means of the telephone to such an extent that the person answering it becomes the company in the customer's mind and his personality is interpreted as that of the company.

A great Canadian industrialist attributed the success of his huge company to its continued effort towards providing "a little better product at a little lower cost" than its competitors. He maintained that it was not necessary to produce a product "a whole lot better" or at "a great deal less cost" but that a little better product at a little lower cost brought customers to the door and only a little extra effort was required. This was his formula for success. But he carried his formula a step further by paying a little higher wages than his competitors and so got the best labour available.

The production of a little better product requires labour-management co-operation of a high order for a little lack of knowledge on the part of the operator causing a little weakness in the product followed by an inspection which is just a little bit lax may result in a dissatisfied customer. No one knows more about quality than the man on the job and a little information and guidance in regard to the customer's requirements may help a lot.

### Labour can help

The workers have a great fund of knowledge about plant operations and could help in reducing costs. This is very well expressed by Clinton Golden and Harold Rutenberg, formerly of the United Steelworkers of America in their book "The Dynamics of Industrial Democracy" when they say — "Workers have a passion for efficiency, detest needless wastes, and love to work in an orderly shop, mill or mine where production flows smoothly. Where these conditions do not prevail, workers are

full of ideas on how they can be brought about or, where they do prevail, how they can be improved". And again—"The problem, then, is to create the kind of relations between management and organized labour that brings about an interchange of ideas and suggestions on how to increase efficiency, eliminate waste and otherwise reduce costs".

### Management agrees

Management undoubtedly realizes that labour can help in the reduction of costs for answering a question after an address at the annual meeting of the Canadian Manufacturers' Association, this year, S. M. Finlayson, President of Canadian Marconi Limited said: "It is my personal feeling that the answer to this question whether costs can be cut is a definite 'yes' and that the approach to the problem is relatively simple, no matter how great the difficulties of particular cases may be. In most, if not all organizations, costs can be controlled at the working level and while senior management can develop the policies it seems to me that its role in cost reduction is primarily to get the whole organization on its toes".

It would appear from the above statements that a little better communication and a little more labour-management co-operation might be quite effective in producing a product at "a little better quality at a little lower cost".

Plant operation is, of course, full of little things which could become very important. A match or a cigarette butt, for instance, has caused a disastrous fire wiping out a whole plant and burned up hundreds of jobs. If Mrs. O'Leary had been just a little more careful with her lantern when she went to milk her cow, Chicago would not have been destroyed by fire.

### ALL sections represented

In the field of safety, little things take a tremendous toll. A few drops of oil spilled on a floor may cause someone to slip with serious results. A small scratch or cut if not attended to at once could result in blood poisoning and the loss of a finger, hand or arm. A tiny particle of foreign material in an eye can cause total blindness.

A little encouragement can often help. It's a bit frustrating to be just a number and we all do better with a little recognition. A smile and a nod go a long way and they don't cost much.

## Quick Quotes

"These (Labour - Management) Committees have a fine record of achievement and fully warrant the serious investigation and encouragement of trade unions and management."

Gordon G. Cushing,  
Asst. Deputy Minister  
of Labour (Canada)

"Joint consultative methods are a means to an end — the end of making each industrial unit a harmonious, live, co-operating community worker together with a sense of common purpose, which is understood and accepted by all its members. The full attainment of such an end may be far distant, but it is only by moving towards it that we . . . . can hope to find the way for combining the ideals of an educated democratic society with the productive achievement on which our survival depends."

Sir Gordon Schuster in  
"Joint Consultation in  
British Industry"

## Busy Committee at Red Rock

RED ROCK, Ontario —The Red Rocket published by the St. Lawrence Corporation of Red Rock, Ontario carries an interesting report on the activities of the Mutual Interest Committee at the company's Red Rock plant. The regular June meeting of the committee reviewed its work for the first six months of the year and will resume meetings after the vacation period.

Among subjects discussed were Employee training, Identification of Pipe lines and Electrical Circuits by colour, Snow clearing, Lighting, Hard Hats, Fire Prevention and the Red Cross Fund Campaign.

Of particular interest was the work of the committee in arranging for correspondence courses for employees. Eighteen are now enrolled in these courses.

All agree that the committee provides a valuable means for the discussion of matters such as those mentioned, resulting in the co-operation of all concerned in putting the ideas into effect.

The employees in this mill are represented by the International Brotherhood of Pulp, Sulphite and Paper Mill Workers, the International Brotherhood of Paper Makers, the International Brotherhood of Electrical Workers, the International Union of Operating Engineers and the Office Employees International Union.

# WASTE IS...



## UNION-MANAGEMENT CO-OPERATION CAN REDUCE WASTE

Poster No. 8/58, issued by LABOUR-MANAGEMENT CO-OPERATION SERVICE, Department of Labour-Ottawa.

Stereotype mats and gestaprints (for use on duplicating machines) of this cartoon are available without charge to company and union publications.

## CO-OPERATION NEEDED

Thousands of words are being written daily about the recession, its causes, its cure and its probable duration. It all makes interesting reading and most of it is very thought provoking but the fact remains that the recession in the final analysis is an individual plant problem and management and labour must face it in the individual plant.

The effects of the recession must be overcome in each plant by increased resourcefulness, increased diligence, greater imagination and determination on the part of all those engaged in plant operations.

Little things that are sometimes overlooked when the boom is on must now be watched more closely. A little more labour-management co-operation may be needed for instance in producing a little better product at a little lower cost with a little better service.

A little more attention must be paid to the care of equipment, the waste of material, quality of product, absenteeism, safety and all the elements of efficient production and this extra attention will be required throughout all departments from the purchase of raw materials to the delivery of the finished product.

The lessons learned during the recession will be of the greatest value too in the years to come for the experts tell us that great changes are coming in manufacturing, transportation, communications and research and at such a rate that no one can comprehend them fully. The plant that can beat the problem of the recession will be ready for the changes of the future.

## SUGGESTED CONSTITUTION

The Labour-Management Co-operation Service is often called on to suggest items for the bylaws or constitution of labour-management committees about to be organized and in case readers of "Teamwork" are interested in preparing rules for such a committee, we offer the following sample constitution. The names of the company and the union are, of course, fictitious and only general items are included. Each committee will prepare its bylaws to suit its particular requirements.

### Constitution of the

#### The Canadian Company Limited Labour-Management Committee

##### Preamble:

Recognizing the community of interest in the efficient economical and profitable operation of our business and believing that the basis of good industrial relations rests upon co-operation in our plant operations, Management and Employees of the Canadian Company Limited agreed to work together in the establishment and operation of a Labour-Management Committee.

**1. Name of Committee** — The name of the Committee shall be the Canadian Company Limited Labour Management Committee.

**2. Purpose and Functions** — To promote mutual understanding and goodwill between all departments and all employees.

To discuss ways and means of improving working methods, safety, operating efficiency, production, plant maintenance, elimination of waste in labour and materials, maintenance of good morale, promotion of educational and welfare activities.

The Committee shall be advisory in nature and not executive. It will make recommendations to manage-

ment but will not perform any of the functions of management.

Matters involving wages, hours of labour, conditions of employment, grievances and other collective bargaining subjects are not within the scope of the Committee and will not be discussed by it.

**3. Membership** — The Committee shall be composed of an equal number of representatives of the employees and management.

Labour representatives will be chosen by the International Union of Employees, Local 863.

Management representatives will be chosen by management.

Representatives shall be chosen for a period of one year.

**4. Meetings** — The Committee shall meet in the Board Room on the second Monday of each month at 3.30 p.m.

**5. Officers** — The officers shall consist of a chairman and secretary. The chairmanship will revolve within the Committee as decided by the Committee. The secretary need not be a member of the Committee and shall keep the minutes of the Committee, distribute copies to the members and post them on plant bulletin boards.

**6. Parliamentary Immunity** — Representatives shall be free to discharge their duties in an independent manner without fear that their individual relations with the company shall be affected by any action taken by them in good faith in their representative capacity.

**7. Sub Committees** — The Committee shall have the power to appoint whatever subcommittees (including members from the plant at large) it feels are needed to assist in carrying out its functions.

**8. Amendments** — These articles may be amended at any time by a majority vote of the Committee.

"Good labour relations cannot be achieved by passing laws but only by management and labour living together with mutual respect and confidence."

D'Arcy Baldwin  
former Chairman  
B.C. Labour Relations Board

"There is free enterprise and democracy in business only when all the talents, initiative and originality of all employees are solicited, encouraged and used to advance the objectives of the business."

William S. Wilcox,  
Employee Services  
Socony-Vacuum Oil Company

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service,  
Industrial Relations Branch, Department of Labour, Ottawa 4.

Hon. MICHAEL STARR  
Minister

A. H. BROWN  
Deputy Minister

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# WORK in INDUSTRY

VOL. XV — No. 9

OTTAWA, CANADA

OCTOBER, 1958

## CO-OPERATION AT KILMAR

**KILMAR, Quebec** — A good example of labour and management working together was found in a visit to the plant of Canadian Refractories Limited where the employees, represented by the Magnesite Workers Federal Union, CLC, Local 145 and management collaborate closely in plant operations.

An employee-Management Committee, composed of three management representatives and three appointed by the union to represent the one hundred and seventy-five employees, meets each month and discusses a wide range of plant problems.

### Topics Unlimited

The June meeting of the committee, for instance, discussed a variety of subjects including such technical matters as the spinning of bosun's chairs for raising and lowering men in silos, grease fittings for rack carriers and power ventilation. Safety and accident prevention also receive considerable attention, particularly so since Mr. S. C. Brown, Safety Supervisor (and also a member of the Quarter Century Club) is Secretary of the Committee.

### Recreation

The annual company picnic was sponsored by the Committee and over three hundred were in attendance. Employees assisted the members of the Committee, each of whom was responsible for a specific part in the project such as refreshments, sports and prizes, in preparing the grounds and assisting the lifeguards.

### Safety Award

Through its work on safety, the Committee has built up a tremendous interest among all employees in the safety record and this interest has paid off, for all previous records

have now been beaten. Over one thousand and seventy days, amounting to over one million hours of work have been completed without a lost time accident.

In recognition of the outstanding safety record attained by the Kilmar plant, it has been presented with a shield by the Industrial Accident Prevention Association of the Province of Quebec for two consecutive years, 1956 and 1957. Plant No. 2 in Marelain also received a shield for 1954 and 1955.

### United Effort

All employees are in the picture in the safety campaign and they do not hesitate to bring unsafe practices and conditions to the attention of Committee members. Quick action is thus obtained in correcting them.

A unique method of rewarding safe working employees is used at Canadian Refractories. Each worker who completes five years employment without a lost time accident is presented with a cigarette lighter suitably engraved. After ten years of accident free employment, the employee has his choice of a gift to the value of twenty dollars which may be for his home use, and for fifteen years accident free employment, he has the choice of a gift to the value of thirty dollars which may be for his personal or home use. These awards serve to publicize safety among plant employees and also to get the families of the workers interested in safety.

### The Right Spirit

In discussing the Committee with Teamwork, Mr. L. R. Thomas,

Works Manager, stated that he was very pleased with the spirit of co-operation in plant operations resulting from committee activities. Great benefit is obtained, he said from getting the employees' viewpoint and suggestions on equipment and production problems and in addition, joint consultation improves labour-management relations.

Mr. Gilbert Pearson, President of Local 145, believes that a labour-management committee is an excellent channel of communication between management and the employees and promotes better labour-management relations. He offered his congratulations to the employees of the Kilmar plant on their achievements in the field of safety and said — "Here is the proof that labour-management co-operation is worthwhile and pays off".



The Labour-Management Production Committee at Canadian Refractories Limited in Kilmar in action. Shown are the following members—seated left to right Arthur Perron, Brick Moulding; Lorne R. Duncan, Plant Mgr.; Arthur O. Philips, Plant Supt. (chairman); Charlie Brown, Safety, (Secty.) Alex Perrault, Tunnel Kiln; Standing Rolland Villeneuve, Loading; Bob Child, Mech. Supt.; Rolland Lavictoire, Grinding; Henri Guindon, Mechanical.

# COMMITTEE TOPICS

A great variety of operating problems are discussed by labour-management committees with beneficial results. Many of these are common to all industry and others are peculiar to individual plants. Among common plant problems are those listed below and full labour-management co-operation on them will result in better operations.

## Safety

In most plants labour and management are keenly interested in safety and co-operation on the problem is extensive. Many outstanding safety campaigns in Canadian industry have been directed by labour-management committees and have resulted in noteworthy reductions in accidents. A Montreal plant, for instance, is well on the way to a record of three million man hours of work without a lost time accident. United in a common effort, the union and management in this company have found that teamwork on safety has not only served to reduce accidents but has also contributed to better labour-management relations and greater co-operation on plant operations generally.

Safety publicity is of importance in accident prevention campaigns and posters and slogans displayed in and around many manufacturing plants bear witness to the fact that the labour-management committee is endeavouring to make the employees "safety conscious". Publicity, however, is not enough and committees work on such matters as the elimination of hazards, the establishment of safety rules, training in first aid inter-departmental safety contests, and the screening of safety films in their safety campaigns.

## Fire Prevention

Staggering losses from industrial fires in lives as well as in buildings and equipment has made labour-management co-operation in fire prevention essential. Many fires have been caused by careless smoking habits and a full recognition of the dangers from this one cause on the part of all employees may prevent disaster. Spontaneous combustion due to oily cloths and waste, not properly disposed of, may also lead to tragedy and a close check should be made so that such material will not become a hazard. Faulty or damaged wiring, over-heated piping and other hazards may

exist and are sometimes discovered by alert committees.

Labour-management committees can do valuable work in fire prevention by providing information to employees on fire hazards, on what to do in case of fire and on the proper use of fire extinguishers. Officials of municipal fire departments are often willing to provide information on fire prevention and sometimes attend plant or committee meetings to discuss the subject.

## Quality of Product

Ralph Waldo Emerson said — "If you write a better book, or preach a better sermon, or build a better mouse-trap than your neighbour the world will make a beaten path to your door". These well-known words illustrate a fundamental fact in business. That success depends on the supply of products which provide "Value for value received".

Customers are demanding better and better quality in their purchases and quality mindedness on the part of all employees is more essential than ever before. The maintenance of high quality standards at all times depends on every employee and can be achieved through close cooperation and teamwork.

A committee in a Western meat packing plant has been given the duty of testing products for taste and appearance. Customer complaints are channelled through another committee so that employees may have full information on customer requirements. In still another plant the sales manager attends committee meetings and reports on customer reaction to the company's products. These and other methods can be used to communicate the message of quality to all employees.

## Waste

Material, time and effort are seldom wasted intentionally. Wasteful habits are, however, often formed from inattention to small items of waste such as a leaking valve or a machine kept running needlessly. And the habit grows until supplies, materials and products may also be wasted.

To combat waste and wasteful habits, many committees include waste in their discussions and declare war on waste in all its forms. By bringing the cost of materials and services home to their

fellow employees, the committee members are able to alert them to the dollar loss in waste and obtain their co-operation in avoiding it.

## Good Housekeeping

Nothing is more indicative of efficient operations than a well kept plant. Clear aisles, neatly piled products and materials, and orderly work areas not only suggest efficiency, however, but also may prevent fires and accidents.

There is nothing more conducive to good morale and to teamwork than good housekeeping and improving housekeeping is an excellent start for a new committee, for improvements are readily seen and encouragement is thus provided to tackle other problems.

## Rumours

Rumours are prevalent when the facts are absent. They grow in their retelling and much damage to individuals and to plant morale may result.

The labour-management committee is in a position to get the facts and can often either directly or through its members quash unfounded rumours before damage is done.

## Suggestions

Prominent among the activities of many labour-management committees is the encouragement of suggestions from employees.

A great fund of production knowledge exists among the employees of every plant but sometimes it is not taken advantage of merely because the necessary encouragement to offer ideas and suggestions is lacking. A labour-management committee can promote suggestions from the employees and encourage them to make full use of their ingenuity and skill in working out new ideas. It also provides a procedure through which the employee can be assured of consideration of his suggestion and have it recognized.

## Others

The labour-management committee can contribute to the solution of many other plant problems such as the induction of the new employee, training, absenteeism and efficiency. In addition, each plant has its individual problems which labour-management consultation can help to solve.

## Tribute

CANADIAN LABOUR the official journal of the Canadian Congress of Labour under the heading "An Example of Labour-Management Co-operation" paid the following tribute to the work of the Employee-Management Committee at Hull, Quebec:

"One of the most successful Employee-Management Committees in Canada is in operation at the E. B. Eddy Company plant in Hull, Quebec. It was established in 1942, and naturally encountered many problems, chiefly due to the impression that, once it was established, it would carry on without much effort or direction. After considerable experience of Labour-management co-operation, however, both sides came to realize that joint consultation needs continuing interest and planning by all concerned."

"In the early days, the Committee made the mistake of introducing collective bargaining and the adjustment of grievances into its agenda, and there was a lack of co-ordination among the various departmental sub-committees. Now, in the light of their long experience, the Plant Committee and the sub-committees are recognized by both unions and management as a valuable factor in their industrial relations."

"The President of one of the six Locals in the plant says, 'The committees keep us well posted on important matters, and have led to a remarkable improvement in safety. They have made us realize that we are all on the same team, and that we must pull together if we are to prosper together.' The Vice-President in charge of Industrial and Public Relations, Mr. R. H. Hedger, says there has been a high level of mutual satisfaction with the over-all results of the programme. In some instances, marked improvements had been obtained, particularly through the communication of important production, construction and maintenance data to representatives of the employees."

"It may be noted that, among the subjects discussed by the Plant Committee, from the over-all standpoint, are group insurance, canteen facilities and vending machines, welfare fund car parking, safety, apprenticeship housekeeping, uniforms, and recreation. Minutes of the Plant Committee are distributed to the departmental committees, as well as to management personnel, and they are also posted on bulletin boards through the plant. No doubt, many other Canadian firms in various industries, can learn from the experience gained by Labour-management co-operation at the Eddy Company plant."

## First Aid

The first aid hints listed below were issued by the Workmen's Compensation Board of British Columbia and are reprinted in "Teamwork in Industry" for the benefit of its readers. Recognizing that a knowledge of first aid can be of great value in case of accidents, many labour-management committees co-operate in obtaining courses for plant employees through the St. John Ambulance Association and other agencies.

### First Aid Hints

1. Obtain first aid for every injury, no matter how slight. To neglect a cut or a scratch is to invite infection. Wounds that do not bleed are often the first to become infected.
2. Extreme caution should be used in applying iodine. The alcohol may have evaporated from old bottles, leaving pure iodine, which will produce a painful burn if applied directly to the wound. The same is true if a bandage is placed over wet iodine.
3. The substitution of a non-irritating, non-staining antiseptic is recommended in First Aid Kits. There are effective antiseptics of this nature that will not stain or burn the tissues.
4. When rendering first aid, do not move the patient unless absolutely necessary until you are sure what the injury is and have rendered first aid.
5. Do not touch a wound with the bare hands.
6. In case of a deep puncture wound, send the patient to the doctor at once. Puncture wounds improperly treated may lead to lockjaw.
7. Never use unclean first aid material. Use only sterile dressings on open wounds.
8. Shock always accompanies serious injuries. Treat for shock by lowering the head, covering the patient and keeping him comfortably warm. Never give alcohol in any form to an injured workman.
9. Exclude air from all burns as soon as possible.
10. Check arterial bleeding by placing pressure on the artery between the wound and the heart. This may be done by means of the hands or a constriction.
11. Do not leave a constriction on every twenty minutes without loosening.

## A Group of Committees Worked Together

**WHITEDOG FALLS, Ontario —** Employees and management of the Ontario Hydro Electric Commission at construction projects at Whitedog and Caribou Falls found that the organization of labour-management committees at the different sites contributed greatly both to efficient operations in the building of the dams and power plants and to better camp life.

Since construction was being carried on at both Whitedog Falls and Caribou Falls, which are about fifteen miles apart, the eighteen hundred employees were located at a number of points over a wide area. For this reason, committees were formed at the different locations and with different groups.

To a very large extent, however, the work was considered as one project and necessitated a close co-operation between all sections. The organization of labour-management committees was, consequently, an important step in the necessary co-operation as they supplied a much needed method for communication between labour and management on matters concerning the progress of the work.

Support for the committees was readily forthcoming from both management and the different construction trade unions affiliated with the Ontario Hydro Construction Allied Council, CLC and both have attested to the benefits derived from the joint consultation practised

throughout the construction period through the labour-management committees.

### Committee Organization

The committee organization included a Central Committee and six local or "First Stage" committees. The latter represented the Main Dam and Powerhouse Group, the Office and Camp Staff, and the Shops and Warehouse Group at each main location. These committees represented all trades and workers within the group, met weekly and discussed problems and suggestions connected with their own section of the work. Matters affecting other groups or which could not be decided on at a "First Stage" meeting were passed on to the Central Committee, which met monthly and included representatives of "First Stage" committees which had forwarded items for discussion. Final decisions were made at these monthly Central Committee meetings.

With the construction nearing completion at this Ontario Hydro project at Whitedog and Caribou Falls Labour and management have again learned that labour-management committees can make a considerable contribution to both the efficiency of the operation and to the welfare of the employees. Labour-management co-operation in this isolated area of Northwestern Ontario paid off for all concerned.



A labour-management committee meeting at the Caribou Falls construction project.

12. In case of suffocation, drowning, electric shock or gassing give artificial respiration at once. While giving artificial respiration treat at the same time for shock and do not give up. Patients have been revived after two hours.
13. Look for fractures. Do not move a patient unless absolutely necessary until after the splints have been applied.
14. Do not reduce dislocations; you may permanently cripple the patient. Place the limb in a

## Your Eyes

Next to life itself, your eyes are you most priceless possession. To earn a living you depend on your eyesight six times as much as your other four senses combined: eyesight 87%, sound 7%, smell 3½%, touch 1½% and taste 1%. Therefore, every man and woman who has to work for a living should take every precaution to protect that most important sense of all . . .

### EYESIGHT.

If your work involves an eye hazard . . . even for a few moments during the day . . . think of the worth of your eyes before you decide "Goggles aren't necessary."

The next time you see a blind man, ask yourself, "What are my eyes worth to me? What would he give to regain his vision?"

The next time you're enjoying a movie, a ball game, or a good book, pause a moment to consider the value of your eyes.

The next time you start your daily work, ask yourself what you'd be doing if you were partially or totally blind.

The next time you see your wife and children, try to evaluate the worth of your eyes to yourself . . . and to them.

Then, the next time you start to think it's "too much bother" to wear safety glasses, think about the worth of your eyes. If you do, you won't take chances with your priceless vision . . . even for a moment.

*(From the Accident Prevention Department, Workmen's Compensation Board of Saskatchewan)*

comfortable position and secure the services of a doctor.

15. Do not attempt to remove foreign bodies imbedded in the eyeball that cannot be washed out. Such particles must be removed by a doctor.
16. Always remove dentures, gum, tobacco, etc. from the mouth of an unconscious person. In addition careful attention must be paid to the tongue to guard against its slipping into the back of the throat thus causing the patient to choke.
17. If you have never received first aid instruction you should take advantage of the first opportunity to join a first aid class. A knowledge of first aid is useful on the farm, on the highway, and in the home.

# A Great Achievement



## UNION-MANAGEMENT CO-OPERATION IMPROVES SAFETY

Stereotype mats and gestaprints (for use on duplicating machines) of his cartoon are available without charge to company and union publications.

## SAFETY

Management and labour both have responsibilities in connection with accident prevention. Management's responsibility lies in its duty to provide a safe place to work while labour must pay strict attention to the observance of safety rules.

Accident prevention, however, is most successful when the two parties accept it as a joint responsibility and work together on it. For this reason, labour-management safety committees have become an essential part of the war on accidents in many Canadian plants.

These committees by recommending safety protective devices, by studying the causes of accidents, by promoting a knowledge of first aid and above all by impressing on employees the necessity of working safely have succeeded in a great many cases in reducing the accident toll and new records are constantly being attained by plants all across the country in the reduction of lost time accidents. Experience has shown that safety committees which enjoy the full support of the union and the employees generally as well as management including superintendents and foremen make a worthwhile contribution to accident prevention.

Co-operation on safety matters produces beneficial results also in other areas beyond the field of accident prevention. Co-operation breeds co-operation and a joint effort on safety is often reflected in an improved plant morale. The team work experienced in a safety campaign leads to an improvement in plant operations generally and the joint effort on safety makes the plant a better place to work.

Everyone loses when an accident occurs. It is consequently everyone's business to join in the war against accidents. Your safety committee requires your help.

Canadians everywhere have been thrilled with the story of the St. Lawrence Seaway and Power Development, an international project of tremendous proportions.

In an editorial in its last and final issue, ST. LAWRENCE POWER, published by the St. Lawrence Power Project Labour Relations Association, tells of the co-operation of all concerned in the huge power project, a story which "Teamwork in Industry" believes will be of interest to all its readers. It is reproduced in part here as a further tribute to all those who contributed to a great achievement.

### A Story of Co-Operation

"Within the confines of any story told of accomplishment whether it be in the engineering field or elsewhere there remains a dozen stories untold. Often these stories concern the everyday things that are just accepted and not credited with making any contribution to the finished product.

"Such stories could be written about many things on this Project, such as our Labour-Management relations, the Project Safety programme, the manpower placement and recruitment programme, and many others too numerous to mention.

"When we examine the record of every one of these contributing phases, we find that the keynote of them all is the one word — co-operation. Unfortunately, the word co-operation is not too often exemplified in our world today, when every headline and news story throughout the country indicates the lack of co-operation amongst nations.

"Canada's present important position is due to a worker team of resources, labour, industry and capital, plus ambition and know-how. Everlasting team-work will be required to give our country her place in the Sun."

Lethbridge Herald

"It is only fitting that the story of Project co-operation should be recognized because we are justly proud of it, and we think that in every accomplishment achieved through co-operation there is a lesson to be learned by others. When co-operation is the rule rather than the exception in an organization little publicity is given to the fact. Should the opposite condition prevail everyone becomes aware of the unhappy state.

"Conditions of peace and harmony which result from co-operation don't just happen. There has to be a cause, the right kind of people and the right circumstances.

"Conversely, conditions of war, unrest, and chaos are also caused by people in a different set of circumstances. Just as it takes an all out effort to wage war successfully, an equal, if not greater, effort is required in the opposite direction to maintain harmonious relationships.

"At this time it is our wish to extend our heartfelt thanks and appreciation to the many individuals and groups who participated and co-operated to the point where the project has entered its final stages. Most worthy of mention are those leaders, executive, and membership of the various labour organizations within the Allied Construction Council with whom we have dealt and the many contractors who along with Ontario Hydro comprise the Labour Relations Association.

"These groups can be justly proud of their achievement and, in future, point to this project as an example of how groups with differing views can get together, talk out their problems, and inevitably come up with a solution that is palatable to all."

"One third of the organized workers in Canada are covered by labour-management production committees. To my knowledge, there is no other country in the free world where voluntary co-operation has embraced such a percentage of organized workers".

Max Swerdlow,  
Canadian Labour Congress

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service,  
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Hon. MICHAEL STARR  
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# IWORK in INDUSTRY

VOL. XV — No. 10

OTTAWA, CANADA

NOVEMBER, 1958

## RECORD SET AT VSM

### Safety at Victory Soya Mills is part of a broad program of labour-management co-operation

TORONTO, Ont. — "Our best record in 13 years." "No lost-time accident in over 12 months!" "Up to 380 days and still climbing!"

The visitor to Victory Soya Mills Limited is likely to hear this sort of talk these days, no matter what department he enters. Management and employees have set themselves a safety record, and they're proud of it.

Victory commenced operations on Toronto's Lake Ontario waterfront back in 1945. Its huge silos, capable of housing 2,000,000 bushels of soybeans, are one of the eye-catching features of the city's skyline.

A subsidiary of Procter and Gamble of America, VSM produces soybean oil and meal for Canada's edible, feed and industrial trades. In addition the company conducts a large export business with the British Empire and Europe. (For the uninitiated it should be explained that soybean meal is a basic ingredient in animal feeds, and soybean oil a basic ingredient

in shortening, margarine, salad oil and related food products.)

Safety should be one of the highlights of labour-management co-operation in any forward-looking Canadian enterprise. With Victory Soya Mills, the protection of its 150 employees is of paramount concern. The plant's unique and extensive safety program, planned and operated jointly by labour and management, genuinely deserves the record just established. For VSM is faced not only with the hazards from machinery which are common to industry generally, but also with safety problems which are an inescapable characteristic of the particular job the company is doing.

Suffocation is one of these special hazards, for the employee who does not remain alert could be buried alive. Then there is the explosive menace of heat combustion that may arise from a wet spot in a grain bin. How do the employees of Victory Soya Mills go about achieving a record of "no lost-time accident in 380

days" when faced with such obstacles?

Says R. G. Loftus, vice-president in charge of manufacturing: "Victory Soya Mills' safety program is a success because each of our employees has a sincere desire to work safely, to arouse safety consciousness in his fellow employees, and to promote the understanding that his company insists on safe operation."

George Englefield, president of Local 247 of the International Chemical Workers Union, points to the current safety record on display. His answer: "One year without a lost-time accident is the result of full co-operation between labour and management at Victory Soya Mills."

#### Victory's L-M Committee

Some insight into the attitudes and philosophy guiding the destiny of labour-management relations at VSM can be derived from a portion of the constitution adopted by the Labour-Management Committee when it was formed six years ago. Numbered among its chief aims is the pledge "To provide for, and facilitate, the co-operation and participation of all employees in bringing forward ways and means of improving production efficiency, in promoting

fuller understanding and confidence between the management and its employees, and in maintaining harmonious relations between them."

The committee meets once a month and deals primarily with personnel matters and plant operational problems.

#### Supervisors' Safety Committee

This group also meets once a month. Its chief duties are the review of unsafe act reports and the implementation of findings arising therefrom; the promotion of safety consciousness among employees through the use of contests and the showing of safety films; the study of safety recommendations contributed by employees or produced during plant safety tours; and the education of new employees to the hazards connected with their respective jobs.

#### Plant Safety Committee

Next comes the group upon whose shoulders falls the greatest responsibility for the promotion and maintenance of employee safety — the plant safety committee.

Enforcement of the "no smoking" regulation is one of its duties.

(See page 2)



Victory Soya Mills, Ltd., stand on Toronto's Lake Ontario waterfront.



Members of the Plant Safety Committee at Victory Soya Mills stand under the best safety record ever established in the company's 13 years of operation. Since this photograph was taken, the record has gone right on climbing. Top (l to r): M. A. Wilson (chemical supervisor), K. Boone, V. Beyer, R. G. Loftus (company vice-president), H. Shepard. Bottom (l to r): W. Weller, J. Ronchiadini (safety supervisor), M. R. Jackson (chief engineer), G. C. McKee (personnel supervisor).

Offences by employees are virtually non-existent, but the personnel of outside organizations must be kept in line if the danger of fire is to be controlled effectively. The foreman in charge of a work party loading and unloading boats on VSM's wharfs is responsible for informing ships' captains and crews of the company's "no smoking" rules and of seeing to it that they are observed. Truck drivers from outside firms must also be watched and cautioned because they tend to be pretty casual about such regulations when off their own grounds.

The company's traffic department conducts a continuous reminder-by-letter campaign to keep shipping companies aware of the smoking regulations in force at Victory; but employee policing of outside offenders remains a necessary vigilance.

#### Caught in the Act

Several effective techniques are used to promote employee safety at Victory Soya Mills. One of these, the Unsafe Act Report, is a

other's advice on what constitutes the right way to do the thing, the discussion is over. But the two men must agree on the matter. Only when agreement is reached is an Unsafe Act Report submitted.

A daily tally is kept on these reports by the foreman of each plant operation. At the end of every month they are balanced against the weekly safety figures, attendance at safety meetings, statistics on medical aid cases and other factors to determine which foreman wins the monthly safety prize. It's a highly effective method of ensuring that a man will pay the closest possible attention to the safety of those working under his supervision.

The plan also provides the sort of "running report" which makes it easier to spot the "accident prone" worker — usually before he injures himself seriously. To punch home to the foreman the importance of this phase of his duties, there is a final rigorous provision: It takes only one lost-time accident among his crew to disqualify him for the monthly safety contest prize. Similar systems are in plant-wide use to emphasize that safe conduct is a vital factor in the job each employee is doing.

#### Watch Me, Son

The "buddy" scheme is another popular method of ensuring the welfare of employees at Victory Soya Mills. The thinking behind it is this: If two new men work together, the accident potential rises. Therefore, each new man

combination of democratic principle and immediate remedy.

Its essence is its speed, because an unsafe act is stopped, criticized and documented, all in a flash. Democracy is involved because the unsafe act procedure enables a janitor to warn a vice-president that he may have a bad fall the next time he forgets to use the handrail on a steep staircase.

The system works this way. Suppose an employee is doing something that represents a potential threat to his welfare. For instance, a man in the millhouse may be lifting a bag of soybean meal in such a way that he is certain to injure his back. Or he may be blithely trotting across a patch of loose, slippery soybeans in the yard department, ignoring the precautions that could prevent a bad fall. In either case, his foreman — or a fellow-employee — walks over and stops him in the middle of what he's doing. Then they have a discussion on the spot. When the man who invited the hazard agrees that he was endangering himself, and accepts the

should work alongside one experienced man to minimize the possibility of accidents. The "old hand at the game" is thus always present to teach the greenhorn the company's safety standards, and to remind him periodically of the hazards that go with his job.

#### Selling Safety

By this time the visitor to VSM may feel moved to exclaim! "Enough! Enough! I'm convinced! Labour-management co-operation couldn't possibly do more for plant safety!" But he would be wrong. There are other techniques for fixing in an employee's mind the attitudes and devices which develop into an instinct for doing things the right way and the safe way.

Plant safety films were mentioned earlier. Obtaining these and showing them to employees is one of the duties of the company's Safety Promotion Advisor.

Then there are the safety raffles. Once a week, safety posters and slogans are fastened to bulletin boards throughout the plant. And once a week each employee is asked to repeat the slogan from memory. If he doesn't fumble, his name is entered in a safety raffle which is held once every month. Each of the 10 winners drawn becomes wealthier to the tune of one silver dollar.

Next comes the safety log book, one of which is kept in each department. Every member of a department is asked to submit ideas for weekly slogans, safety suggestions, and any other pertinent in-



Here is Victory's Labour-Management Committee. Top (l to r): M. A. Wilson (chemical supervisor), A. Halliday, N. Nursey, G. Englefield (union president), R. G. Loftus (company vice-president). Bottom (l to r): G. C. McKee (personnel supervisor), J. Reid, M. R. Jackson (chief engineer).

formation regarding safety. At the end of the month a meeting is held by the foreman and members of his department. The submitted safety suggestions are examined for possible use in the plant, safety topics are discussed from all angles, and newly discovered hazards are aired with a view to the best means of eliminating them.

Readers will recall previous mention of the monthly safety contests for foremen. Six different ratings go to determine eligibility. In detail, these are based on daily unsafe act reports, weekly safety reports, attendance at monthly safety meetings, maintenance of the department safety log, use of suggested safety notes, and the number of medical aid cases involved.

To determine how points are awarded under this system, one example will suffice. Ten points are given if no medical aid was required within a department; five points are deducted for each instance where medical aid was required; and automatic disqualification from the month's contest is the result if a lost-time accident occurs. It is on this basis that the monthly prizes are awarded to the foreman obtaining the highest rating.

Finally there is VSM's information booklet for the new employee. Although it contains quite a variety of subject matter intended to make the newcomer feel at home, the booklet places considerable stress on safety, and is an excellent source of advice on accident prevention. "Teamwork" plans to print an article in the near future on the value such booklets hold for new employees. At that time, the merits of Victory's publication will be reviewed in greater detail.

#### Ounce of Prevention

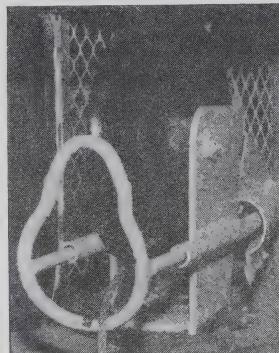
Foresight plays an important role in labour management relations at Victory Soya Mills, and this quality is nowhere more evident than in plant safety planning.

One outstanding example of how to deal with an accident before it happens was the installation of Vanguard safety sheaves on all pulleys used in the unloading of grain cars. As the accompanying photo illustrates, the unit includes a rigid metal ring which encircles the cable in front of the pulley so that anything caught up by the cable must make contact with the ring. Any pressure against this ring, or buffer, operates a switch, automatically reversing the winding drum and slackening the cable.

Incidentally, this safety device has been recommended enthusiastically by the Industrial Accident Prevention Association of Toronto.

In the past, grain shovellers have stepped accidentally into a loop of unloading equipment cable hidden beneath grain on a boxcar's floor. With no "stop" switch in reach, there was no means of preventing the cable from dragging a man forward and amputating his foot against the pulley.

It is significant that management at Victory Soya Mills does not wait for an accident to happen before installing safety equipment that will protect its employees. The Vanguard safety sheave is still a relative newcomer to the useful field of industrial accident prevention devices — but VSM installed theirs in the fall of 1953.



Vanguard safety sheave.

The 150 employees of Victory Soya Mills have every reason to be proud of their safety record, and grateful for the extensive program of accident prevention through which they have achieved that record. Plant safety, admittedly, is only one area requiring harmonious working relations between labour and management. But where plant safety is high, one assumes that labour-management co-operation in general must enjoy an equal status.

In industry as in football, the team that pulls together is the team that gets the touchdowns.

"One of the means to greater efficiency, as is proved by the experience of large numbers of firms, is close co-operation and consultation between management and work people. Far from being unnecessary in times of difficulty, this is more necessary than ever, since the opportunities of misunderstanding and friction grow greater when management and operatives are under strain."

Hugh Gaitskell

## Department of Labour Films Available to Industry

A number of 16mm sound films produced by the National Film Board for the Department of Labour are available to labour-management committees and other interested parties through representatives of the Labour-Management Co-operation Service. Arrangements may be made through them for their screening.

Two of the films deal with the organization of labour-management committees and six are devoted to safety and accident prevention. Their titles and a description of each is shown below.

#### A Man with a Plan

A fourteen-minute cartoon illustrating the organization and functioning of labour-management committees. Through a Department of Labour representative, the viewer is told how such committees serve to improve labour-management relations, factory efficiency, employee morale and safety records. The representative tells how, upon visiting a factory where frictions existed between management and labour, he was able to clear away the individual objections of the manager, the superintendent, the union president and an employee to a committee, and to help get one started in their factory.

#### A Question of Teamwork

A twenty-minute film on labour-management relations which suggests causes and remedies for a lack of interest in industry. In a large industrial plant, working relations have deteriorated to an extent where the manager and superintendent recognize that something must be done. A labour relations expert is called in. He makes an impersonal survey and points out ways in which both employee morale and working conditions could be improved. Acting on his suggestions, management and labour together initiate a program which brings positive results.

#### Accidents Don't Happen

##### 1. Organization

A ten-minute demonstration of how safety committees can operate to lower the accident rate in industry. Reminding us that everyone in a plant loses by accidents and that no one is safe unless everyone is careful, the film

urges the organization of safety committees. A typical committee is shown in action, investigating danger spots, reporting on hazards, such as bad lighting and uneven floors, and training and supervising new workers.

##### 2. Machines

A seven-minute film on how minor carelessness in handling machinery may lead to major accidents. From the first brief scene of a fatal accident with a power saw, the film goes on to investigate where the real trouble is. Various possible causes are considered before the steps leading up to the fatality are re-enacted and the worker's two key mistakes in handling the saw are illustrated. Finally, the film urges the constant use of guards on machines and the wearing of suitable clothing at work.

##### 3. Handling

A seven-minute quiz on how to handle heavy loads or how *not* to handle them. In a two-minute test, the audience is invited to spot nine mistakes in handling methods. We see men working with packing cases, cement sacks, oil drums and metal rods and having trouble. After the test, the same workers are shown doing their jobs the right way, while the commentator points out the value of safety precautions they are now taking.

##### 5. Safe Clothing

An eight-minute story of "An accident that ain't happened yet" demonstrating what wearing the wrong clothes on the job could do to a machinist. Brogan thought Foreman McCurdle had gone clean off his rocker when he had him, Brogan, carted away to the hospital although perfectly well. Then Nurse Gilfillan started to operate and Brogan thought he'd had it for sure. But it was Brogan's clothes that got the surgery — his trailing necktie, baggy-sleeved sweater, cuffed pants, worn-out shoes, and his ring. Horrid tales of workers who had worn similar clothes and been reduced to near-hamburger made everything quite clear.

##### 6. The Safety Supervisor

During eleven minutes, problems confronting the safety supervisor in relation to both management and

(see page 4, column 2)



Stereotype mats and gestaprints (for use on duplicating machines) of this cartoon are available without charge to company and union publications.

## ADVICE FROM AN ALLY

The various means which management uses to get efficient service from its employees were recently analyzed by Dr. Margaret E. Nix, assistant professor of health and social medicine at McGill University.

Dr. Nix does not believe that the problems existing today between personnel and management will ever be solved merely by wage boosts or extended vacations. It is her conviction that to achieve harmony, we must also establish "proper relationships between management and personnel".

"The hard-boiled autocrat," said Dr. Nix, "often manages to get good service for some time, because his vigorous, centralized authority makes for smooth organization. However, there is no loyalty in his employees. In times of stress, trouble is bound to ensue."

The other extreme, which is even less efficient, according to Dr. Nix, is a policy of free action, whereby problems are left entirely to the initiative of individual staff members. This inevitably causes bad feeling and unpleasant rivalry, to the detriment of the organization as a whole.

"The most efficient way to run a modern business concern is to establish a system of consultation between management and personnel," concludes Dr. Nix.

If staff members feel that their views are respected, and if they believe that interest is taken in them as people, they will react by giving their loyalty to the organization.

"They become emotionally involved with the growth of the firm, and this sense of 'belonging' causes them to produce their best in times of stress as well as in times of progress."

Dr. Nix is not just a philosopher speculating idly from an armchair. She is a practical woman with a knack for putting wings to the dry, statistical evidence of research. Enlightened management is basically in accord with what she teaches. And we ourselves believe sincerely that the goal of harmony and co-operation in labour-management relations will never be achieved except through joint consultation.

We heartily endorse the words of Dr. Nix. May they fly to an ever broadening audience — and settle there!

## FILMS AVAILABLE

(continued from page 3)

labour are dealt with. The case is cited of Mr. Gilchrist who found himself at loggerheads with management over apparent indifference toward safety protection, and with labour because of frequent negligences. The camera accompanies Mr. Gilchrist and the new manager on an inspection tour of the plant and records their observations on a number of typical hazards.

Representatives of the Labour-Management Co-operation Service may be contacted at the following locations:

1 Havelock St., Amherst, N.S.

Room 607, 10 John St. S.,  
Hamilton, Ontario.

Room 408-411, 685 Cathcart St.,  
Montreal 2, Quebec.

Room 304, Strand Bldg.,  
Toronto, Ontario.

Cor. des Forges Road & 3rd Ave.  
Ste-Thérèse Mission,  
P. O. Laverendry,  
Trois-Rivières, Quebec.

441 University Avenue, West,  
Windsor, Ontario.

Room 505, 266 Graham Avenue,  
Winnipeg 1, Manitoba.

Room 317 Federal Building,  
325 Granville St.,  
Vancouver 1, B.C.

"The initial responsibility for creating the climate in which the idea and practice of co-operation can thrive and grow rests primarily upon management. If management is prepared to accept the labour organization as a consultative co-partner without reservation, to share with it relevant information concerning the operation of the enterprise and also to share with the employees the fruits of increased productivity made possible by their co-operation, it may confidently expect a friendly response. If the management takes the attitude that the employee organization is an unwarranted intruder, it can be certain that co-operation will not be forthcoming."

Clinton S. Golden  
Lecturer in Labour Problems  
Harvard University

## Proposes Change

### in Teamwork

**TORONTO, Ont.** — An interesting proposal for a change in the dimensions of "Teamwork in Industry" has been received by the Industrial Relations Branch of the Department of Labour.

Mr. G. Gladwin, production manager for the power plant equipment manufacturing company of S. A. Armstrong, Ltd., has suggested that the dimensions of "Teamwork" be altered to the universal letter size, 8½" by 11" so that the labour-management news sheet can be accommodated in the standard files of business firms.

Mr. Gladwin supports his suggestion by noting that standardization is one of the goals of joint consultation.

Officials of the department are currently investigating the possible merits of this suggestion. It has been estimated that there would at least be a saving in the cost of paper — small per unit, but cumulatively rather impressive.

The Department of Labour welcomes constructive criticism of "Teamwork". Only by being aware of its readers' likes and dislikes can a publication hope to serve a useful purpose. If it fails to satisfy the people to whom it is directed, then its continued existence is pointless.

Subscribers' comments for or against Mr. Gladwin's proposal — or criticizing any aspect of this paper — will help in determining what course to follow. Letters should be addressed: Teamwork in Industry, Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa 4, Ontario.

"Greater output is not just a matter of each of us working harder or longer. Productivity is also a reflection of efficient business management and it calls for mutual confidence and the best possible working relationships between management and labour."

Hon. Douglas Abbott

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service,  
Industrial Relations Branch, Department of Labour, Ottawa 4.

Hon. MICHAEL STARR  
Minister

A. H. BROWN  
Deputy Minister

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All material in Teamwork may be reprinted with or without acknowledgement.

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OTTAWA, CANADA

DECEMBER, 1958

# IWORK in INDUSTRY

## CNR To Pay More For Employee Ideas

**Montreal, P.Q.** — Big money — as much as \$10,000 — is what the Canadian National Railways is getting ready to pay employees or pensioners for big ideas.

For over a year the CNR suggestion plan has been under review. The changes incorporated as a result of the study are designed to make the plan more beneficial to employees, and to spark more ideas of value to the company.

Complete revision of the plan was announced by W. T. Wilson, vice-president of personnel. Mr. Wilson emphasized that suggestions should be positive, and have as their objective "improvement of the company's earning position; reduction of costs; economical refinement of service, equipment, machinery and methods; and improved safety."

Since the CNR started its suggestion program in 1949, employees have contributed over 36,000 ideas — an average of 4000 a year. Under the revised plan, their suggestions will range in value from \$10 to the new high of \$10,000.

## To the Lady of the House From Her Hubby's Boss

**Shawinigan, P.Q.** — A monthly letter to the homes of employees has been initiated by the Shawinigan, P.Q., plant of Du Pont Company of Canada (1956) Limited. The letters are intended to encourage safety in the home and elsewhere.

The first letter, written by A. L. Barry, Works Manager, dealt with off-the-job accidents and sought the co-operation of wives in a "crusade against accidents." It urged the formation of good safety habits in which children are included; a check of the home for unsafe conditions; and a check of driving habits.

The second letter dealt with water safety and artificial respiration.

## ATOMIC ENERGY PROGRAM AIDED BY LABOUR-MANAGEMENT CO-OPERATION

**CHALK RIVER, Ont.** — Canada's atomic energy program is today concerned primarily with the development of peaceful uses for nuclear power — and enlightened union-management relations at the Chalk River Project of Atomic Energy of Canada Limited are making a sizeable contribution toward solving some of the problems facing the most complex assignment ever undertaken in this country.

### Unity Amid Diversity

Space Age projects call for Space Age techniques in the handling of relationships between employer and employees. At Chalk River, both unions and management responded to this challenge early in the company's history by establishing a "two-way street" of joint consultation.

The need was obvious. The 2300 scientific, technical, skilled and operational employees at the site know that they are engaged in "something special" — that the demands of their job are different from those encountered elsewhere in Canadian industry. There is a keen awareness among personnel that what is being done at Chalk River requires a maximum of harmony and efficiency in order that the progress of research and development will not be impeded.

Diversity is a characteristic of AECL. For purposes of easy classification, the project might be split in two: research and supporting

services (operations, maintenance, administration, etc.). But there are five research and development divisions, and these are divided into 17 branches; and there are five divisions and 28 branches listed under supporting services.

Twelve unions are represented on the project — nine international, and three Canadian Labour Congress-chartered locals. Labour recognized from the beginning that one voice could achieve unity and eliminate a good deal of confusion, so the ten unions representing hourly-paid employees formed an administrative organization known as the Atomic Energy Allied Council, AFL-CIO, whose purpose it is to administer the union's agreement with the Company.

Joint consultation is handled by the Management-Allied Council Committee, which meets monthly. Membership consists of one labour representative from each of the unions, one from the Allied Council, and an equal number from management.

The committee's general function is to consider such matters as elimination of waste in construction and production; conservation of materials; promotion of education and training in the plant; safeguarding of health; prevention of hazards to life and property; betterment of employment conditions; and employee welfare.

### Useful Addition

One highly effective phase of the committee's operation at Chalk River is the agenda meeting. These are held about a week in advance of the regular monthly meetings of the Management-Allied Council Committee. They consist of an informal contact between one management and one union representative, each of whom briefs the other on the subjects his group will introduce when the committee convenes. The agenda is then printed and circulated.

(see page 3)



Management-Allied Council Committee at the Chalk River project of Atomic Energy of Canada Limited. Standing (l. to r.) J. E. Laforce, C. Achtenberg, J. H. Morin, E. A. Bucholtz, H. Timmins, F. W. Gilbert, J. W. Davidson, F. A. Keetley, H. D. Tiffin. Seated (l. to r.) A. Dawson, J. McClure, E. Desjardins, L. W. Kaden, A. D. Ball, C. St. Jean, P. J. McConnachie, F. V. Holland, G. O. Baines, J. D. D'Aoust, C. B. Williams, G. P. Maxwell, S. E. Lipin.

## Absenteeism Big Problem In Canadian Industry

Absenteeism may be defined as the failure of workers to report on the job when they are scheduled to work. It is a broad term and includes time lost because of sickness and accidents as well as unauthorized time spent away from the job for other reasons.

### The Extent of Absenteeism

The expansion of industry and its impact on living and working conditions has been accompanied by an increase in absentee rates. During World War II, the absence rate rose sharply to heights never before reached and threatened the country's defence production. Although the post-war rate dropped considerably, the peace-time rate is still abnormally high and absenteeism, the forerunner of labour turnover, is thus the most important single problem facing industry today.

In times of full employment time lost because of absence has risen to as high as 10% of total working time in some industries. Although the average for all industries may be much lower than this figure, the fact is that the trend is definitely upward especially in tight labour market areas. As the labour market becomes depleted, the rate will continue to rise.

Accurate figures on absence rates for industry as a whole are not available and the estimates that are made vary widely, but the most frequently quoted peace time rates are between 3½ to 4 per cent.

In manufacturing in the United States during 1947, unscheduled absences from work resulted in the loss of 9.6 days of working time for each worker — 9 days for men and 12.7 days for women; and on the average, each male worker was absent 3.4 times during the year and each woman 4.8 times.

## Burns Employees In First Place

Kitchener, Ont. — The 650 employees of Burns and Company (Eastern) Limited are the winners of the 1957 Safety Council Shield, awarded annually by the Ontario Meat Packers Safety Council to the plant having the best accident record in the province. Members of the plant's safety committee accepted the shield on behalf of the employees at a recent ceremony.

Presentation was made by Larry Gallen, general foreman of the plant, who is a member of the safety coun-

### The Cost

The primary interest in absenteeism is the cost. This is difficult to estimate in dollars and cents unless accurate records are available for study. One source estimates that employee absenteeism accounts for a ten billion dollar annual loss to industry in the United States. On this basis, the loss to Canadian Industry would be in hundreds of millions of dollars. An official of one of the large automobile manufacturing companies has stated that a 1% increase in the absence rate results in a 2½% decrease in production. If this ratio were general in all types of industry, both the adverse effect upon production and the economic loss would be tremendous. Using 4% as an average rate, it could amount to 10% less production than would otherwise be attained. With such an absentee rate, a company requiring 1,000 workers to meet its production requirements, would have to hire 40 additional workers. At an estimated average annual wage of \$3,000, this would cost an extra \$120,000 per year.

Only direct costs are reflected in the payroll. Indirect costs are more difficult to estimate. For example, what is the total loss when a worker is shifted from another job to cover the work of an absentee or the sales loss when a temporary substitute replaces a well trained salesman who is absent from his job?

In one survey, the extra force needed to carry on uninterrupted production amounted to about 5% of the total employment. These extra people had to be trained and added to the permanent staff to maintain production and the cost of carrying them was a charge to absenteeism.

cil. In expressing his congratulations, Mr. Gallen reminded the audience that a good safety record required a great deal of conscientious work. "Let us intensify our efforts," he urged in his concluding remarks, "and see what we can do to better our record for 1958."

Management spokesmen also extended their congratulations to the members of the safety committee, the supervisory staff and all other employees who contributed toward making the company's premises a safe place to work during the past 12 months.

The newly-acquired shield is now on display in the plant cafeteria.

## Questions, Anyone?

Although it is true that Adam and Eve didn't help themselves when Eve became curious about the apple tree, progress from the beginning of time has resulted from curiosity and the asking of questions.

Christopher Columbus could very well have accepted the current belief that the world was flat but he was curious, asked himself why and proceeded to find out. His curiosity led him to a new world.

The Wright brothers were very curious. They were, in fact, considered by some to be quite out of their minds when they tried to find the answer to the question of flying. The answer has resulted in a radical change in our way of life.

The most stupendous achievement of all has been accomplished in recent years through the inquiring mind of Einstein and others who started asking questions about the smallest particle of matter which the mind of man could conceive of. We don't know yet what the results of their inquiries will be.

We cannot all be great discoverers and inventors, but we all can learn a great deal through asking ourselves why? Mr. Kipling stated that he had learned all he knew from asking questions and confessed to it in the following lines:

"I keep six honest serving men,

They taught me all I know;  
Their names were What and Why  
and When

And How and Where and Who?"

Industry is a fertile field for the inquiring mind, for frequently we get into a rut and don't ask ourselves why. Operations are sometimes carried on inefficiently from habit and because no one has bothered to ask questions. A concentrated study of an operation through using Mr. Kipling's six honest serving men sometimes could lead to an improvement and at least might lead to a better understanding of the problem.

In spite of the progress which industry has made in recent years, there still are a few questions to be answered and some of the answers could develop into rather important changes in operations. For instance, we could start with the following:

What can we do to turn out a better product?

Why is material being wasted?  
When will this plant be a safer place to work?

How can we make our plant a better place to work?

Where can we improve our operations?

Who will help to answer these questions?

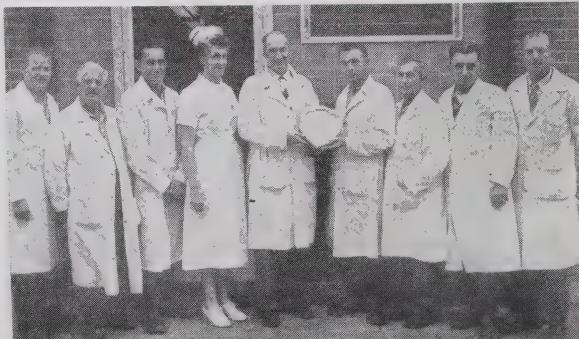
### Absenteeism by Groups

A study of absenteeism in the United States has provided interesting information in regard to the prevalence of absenteeism among different groups of employees. It was found for instance that the rate of absence is low among the physically handicapped. This finding is frequently observed and is another argument in favour of employing this class of workers.

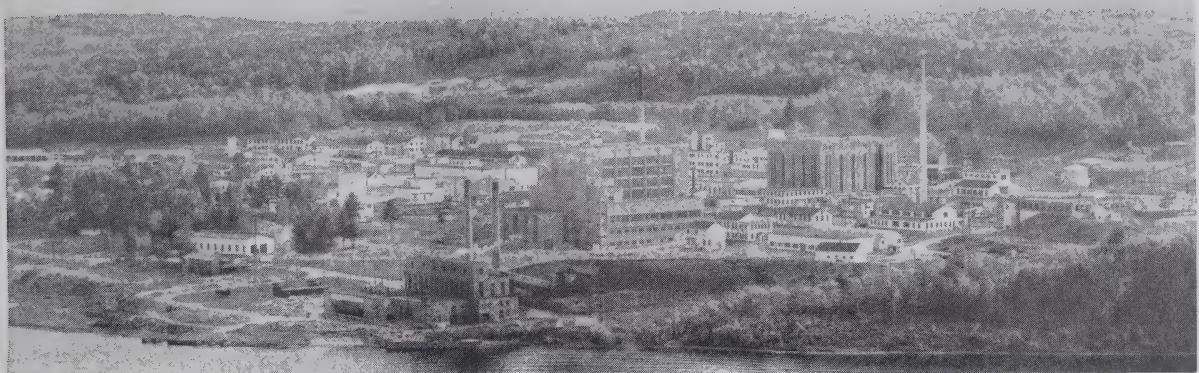
It was also found that workers under twenty years of age had the highest absentee rate and that in every group above fifty years, the workers lost fewer days than those in any group under fifty.

Women were found to be absent more frequently than men, their rate being approximately double the male rate. Married women had a higher absentee rate than single women due perhaps to the dual responsibility of plant employment and housekeeping.

(see page 3, col. 4)



The winners. Members of the plant safety committee at Burns and Company (Eastern) Limited, Kitchener, Ont., are shown here receiving the 1957 Safety Council Shield from Larry Gallen, general foreman of the plant and member of the Ontario Meat Packers Safety Council. From left to right: J. Atkinson, J. C. Brook, W. Heimpel, plan...



Heart of Canada's atomic energy program. A general view of the Chalk River Project on the Ottawa River, 130 miles northwest of Ottawa.

## Atomic Energy . . .

(continued from page 1)

In this way each side is provided with an opportunity to do any necessary research on a particular matter, assemble a few ideas, and promote group agreement on the topics to be tabled at the main meeting. When the committee does assemble, no deviation from the agenda is permitted.

The agenda plan is thoroughly approved of by both unions and management because it keeps the committee meetings well organized and reduces waste of time.

### Keeping Informed

One further refinement in good union-management communications at Chalk River is the posting of minutes of union-management meetings on bulletin boards in buildings throughout the project.

Spokesmen for both sides feel that, by keeping personnel informed on all such matters, this feature alone is making a substantial contribution to the maintenance of high morale in every section of the Chalk River operation.

Management has also granted approval for the posting of minutes recorded at the various union meetings.

Mr. Al Dawson, president of the Atomic Energy Allied Council, and Mr. John Morin, secretary-treasurer, speak in approving terms of relations between the unions and management at Chalk River.

"We have established a sound relationship with management here," reported Mr. Dawson in a recent statement for "Teamwork in Industry". "Occasionally we have problems that we would like discussed as soon as possible. We have experienced no delays when such problems arise."

"I'd say co-operation is above average. Problems we put before management are given every consid-

eration and we are able to adjust a number of difficulties that arise, because of our close co-operation and mutual understanding.

"We feel a sense of accomplishment, brought about by honesty, sincerity, and proper understanding, which are tremendous factors in maintaining industrial peace, so essential for our progress."

Mr. G. P. Maxwell, Employee Relations Officer for AECL, who serves as secretary of the committee, states: "We think that we have effective two-way communications between company and unions, and, as a result, an unusually good relationship."

"A fair number of grievances are averted by discussing potentially troublesome matters at the committee meetings, before specific problems arise. In many cases mutually satisfactory solutions are found. In others, where the basic views of the two sides are very different, each comes out of the discussion with a better understanding of the other's point of view."

### Handling Hazards

Safety at the Chalk River atomic energy site is a well organized facet of company operation. It has to be. The project is situated on the Ottawa River, 130 miles northwest of Ottawa — right in the middle of typical Canadian bush. The nearest city of any size is Pembroke, Ontario and it lies 22 miles to the southeast.

According to R. M. Johnston, company safety engineer, all problems in this field are classed in one of three categories: industrial safety, safety directed by radiation hazards control chief J. Neil; and fire safety. The project has its own fire department, under fire chief B. Banham.

Over-all control of the project's safety program is in the hands of a Central Safety Committee, com-

posed of the heads of the 10 divisions at the site. Responsibility for the distribution of safety literature and implementation of the company's program is delegated from the central committee through the division heads to the branch heads, and ultimately to the individual foremen responsible for the safety of the men under their supervision.

The foremen chair safety meetings for their own work crews, and all employees are permitted one hour a month to attend. As many as 25 or 30 safety meetings will be called throughout the project area during a month. In addition, each new employee is given a safety induction talk within two weeks of starting work.

Since 1945 the Chalk River operation's accident rate, with the exception of one year, has consistently been below the national figure for industry. Accidents caused by faulty machinery or equipment are exceedingly rare because the nature of the work being done calls for a great deal of careful inspection and maintenance of equipment.

Monthly housekeeping tours of the whole operation are also conducted, Mr. Johnston reported. "The object is to spot anything that might potentially cause trouble. On these tours we stop and ask personnel such questions as 'What telephone number would you call if someone severed an artery?' It helps to keep us thinking constantly of safety."

The radiation hazard at AECL poses a special problem. When a new employee arrives, he is worried. All the talk about radiation and its effects has left him leery. But once inside the project area, his doubts soon vanish. He can't see radiation; he can't hear it; neither can he smell or touch it. So it no longer frightens him.

"Within a month," said one company spokesman, "we have to start all over again teaching the new

employee that there are hazards and that the necessary precautions must be taken for his own safety."

\* \*

Canada is today regarded as one of the most advanced countries in the world in the technology of atomic energy. The Chalk River Project's contribution — in atomic power experiments, fundamental research and the production of radioactive isotopes for medicine, industry and agriculture — is the chief reason for this stride. But it is to the 2300 people behind the project that Canada owes its position in the atomic energy field. Their teamwork has produced outstanding results.

## Absenteeism . . .

(continued from page 2)

It was estimated that the chronic use of alcohol affected one in twenty of the present day labour force. Absences in this group occurred most frequently on the first and the last day of the week and after pay day.

It was found that a small number of workers are responsible for most of the absences and the survey showed that 55% to 60% of lost time is attributable to 12% to 15% of the employees.

### Causes

The reasons most frequently given for absences may be divided into three main classes:

1. Personal causes are by far the most important and include illnesses of and accident to either the worker himself or members of his family. Others are, seeking other employment, personality maladjustment and alcoholism, unrealistic standards of wants, misunderstanding of policy and household duties.

2. Causes originating in the community such as poor transportation, inadequate housing, or a high level of business activity.

3. Causes originating within the plant including poor supervision, long hours of work, level of wages, poor selection and placement, excessive fatigue, ineffective dealing with grievances, and inadequate training programs.

(see page 4, col. 4)

## How To Fight Winter Unemployment

Ottawa, Ont. — Specific recommendations on how to overcome winter unemployment in Canada have been made by one of the country's chief spokesmen for industry—Mr. Alan C. Harrop.

Mr. Harrop, who is chairman of the industrial relations committee of the Canadian Manufacturers' Association, directed his suggestions to employers, government, labor and consumers. Here is the advice he offered to each of the four groups:

### Employers

- Establish special winter employment committees through the appropriate agencies and associations to examine ways and means of maximizing winter employment.

- Schedule maintenance and repairs, purchasing and staff vacations during the winter months.

- Plan the building of new plants and extensions to existing plants in the winter.

- Plan production and sales programs on a year-round basis in order to minimize winter lay-offs and to maintain steady employment.

- Conduct special campaigns such as "Buy Canadian" using national and local advertising and publicity media to stimulate consumer spending and to promote winter employment.

### Governments

- Adopt fiscal and monetary policies designed to create an eco-

## THE SPIRIT OF CHRISTMAS

This month the people of all countries will commemorate the birth of the Prince of Peace.

Although, in some cases, Christ may be forgotten in our celebrations, goodwill will be the order of the day. To that extent, at least, His teachings will be followed.

But goodwill is required for more than one day in a year; it is required for 365 days. "Peace on Earth" cannot be attained by devoting 364 days to spurning our neighbours and only one to wishing them well.

Even if goodwill is not possible at once, a step in the right direction can be taken if we endeavour to understand our neighbours. We are too apt to think that we are always right and that the other fellow is always wrong. It could happen that sometimes we might be wrong. Talking the matter over with him in a frank manner, and with a sincere desire to clear the air, could result in better understanding.

"Teamwork in Industry" believes that many labour-management difficulties could be avoided if labour and management would earnestly try to understand each other a little better — not only on Christmas Day, but throughout the year.

With the sincere hope that greater understanding between all classes in our country will continue to develop during 1959, we wish our readers a Merry Christmas and Health, Happiness and Prosperity throughout the New Year.

nomic climate conducive to the maintenance of a high level of employment throughout the winter months.

- Investigate and study suitable incentive measures for industry, such as accelerated depreciation to encourage capital expenditures, in order to promote more winter employment.

- Review policies to encourage and assist the development of secondary industry and thereby ensure more manufacturing and employment in Canada, particularly during the winter months.

- Co-operate at the Federal, Provincial and Municipal level in undertaking useful works projects which are designed and scheduled to provide winter employment.

- Ensure that the employment services of the Unemployment Insurance Commission are utilized fully to find jobs for unplaced applicants, and that more emphasis be laid on placements, particularly during the winter.

### Labor

- Recognize that it has an important role to play in reducing winter unemployment.

- Co-operate with government agencies, employers and other groups in the community to create more winter employment.

- Consider carefully the impact of its demands upon the cost and price structure of industry and their effect upon the economy as a whole.

### Consumers

- Help to keep Canadians fully employed by "Buying Canadian"

## Season's Greetings



with the wish that goodwill  
and co-operation will  
continue to thrive in the  
**New Year**

manufactured goods and services  
in all seasons.

- Schedule certain purchases for the winter months particularly major items such as home improvement projects.

Mr. Harrop made the foregoing recommendations in an address to the Industry Group Session of the National Winter Employment Conference which was held at Ottawa in July of this year. The conference was convened by the Federal Minister of Labour, the Hon. Michael Starr, and was attended by leaders of industry, business, labour and government.

The Department of Labour and the Unemployment Insurance Commission will be drawing heavily on the results of this "brainstorming" session for the publicity and techniques it will utilize in the winter employment campaign for the 1958-59 season.

### Absenteeism . . .

(continued from page 3)

#### Labour-Management Co-operation is Effective

There is ample evidence, however, that where management and labour work closely together, the lowest absentee rates prevail. A striking example of labour-management co-operation in combating absenteeism was found in the aircraft industry during World War II. Two aircraft plants were studied in the same community where conditions of production and living conditions were about the same for both concerns. The one in which management and labour co-operated in a positive program to control absenteeism had an absentee rate of only one-half the figure of the other plant.

Lack of attention to absenteeism results in carelessness in other matters and inefficient operations. The labour-management committee can do a great deal to correct a bad absentee rate by studying the reasons for it and suggesting methods for its control.

*Absenteeism in Industry  
(Health League of Canada)*

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service,  
Industrial Relations Branch, Department of Labour, Ottawa 4.

Hon. MICHAEL STARR  
Minister

A. H. BROWN  
Deputy Minister



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Canada Labour Relations Board

# IWORK in INDUSTRY

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VOL. XVI — No. 1

LIBRARY OTTAWA, CANADA

JANUARY, 1959

## NEW HOTEL SETS HIGH STANDARDS IN LABOUR-MANAGEMENT RELATIONS

### Royal Treatment for Guests and Employees at Queen Elizabeth

Montreal, P.Q.—Soaring upward 21 flights above the centre-town, cosmopolitan bustle of Canada's liveliest and most colorful city is the new *Queen Elizabeth Hotel*, owned by the Canadian National Railways and operated by *Hilton of Canada Limited*.

In the short eight months that have elapsed since its official opening in April 1958, *The Queen Elizabeth* has attained such high standards of guest service and farsighted employee-management relations that it promises to become numbered among the world's leading hotels.

Beauty, comfort, convenience and luxury have been designed into the 24-million-dollar structure on a lavish scale to capture the imagination of the visitor, send him awayounding loud praises, and bring him back again on his next visit to Montreal.

But the hotel itself, and the immeasurable facilities provided for the delight of its guests, are only part of the story. Behind the scenes are the 1300 employees upon whom *The Queen Elizabeth's* destiny will ultimately depend.

#### Setting the Pace

Heading the list of top management figures responsible for the enlightened policies guiding relations between the hotel and its employees, is Donald M. Mumford, vice-president of *Hilton of Canada*, and general manager of *The Queen Elizabeth*.

No one will deny the sheer size of the challenge facing Mr. Mumford and his staff. According to management, *The Queen Elizabeth* is the largest hotel to be opened anywhere in the world since the Waldorf-Astoria commenced operations in New York 30 years ago. Its 25 separate departments, ranging from the compact personnel office to a laundry unit equipped to



Standing atop Central Station in Montreal, the CNR's new *Queen Elizabeth Hotel* boasts a height of 21 stories and 1216 guest rooms equipped with radio, TV, and individual heat and air conditioning controls. View of the city and the St. Lawrence River from the penthouse Panorama Room is unsurpassed.

handle 75 tons of cleaning a week, require a high degree of co-ordination, and the smooth meshing of a maze of talents, skills, services and personalities if so huge an enterprise as *The Queen Elizabeth* is to cater effectively for the care and comfort of its patrons.

Is it too early in the hotel's career to begin noting the sort of achievements that derive from harmony and close co-operation? Emphatically no, according to Reginald K. Groome, director of personnel.

"One of the rarest occurrences in our business is the hotel which runs

smoothly and makes money right from opening day," revealed Mr. Groome in a recent meeting between union and management representatives and visitors from the federal Department of Labour. "But that's exactly what we achieved," he declared. "*The Queen Elizabeth* showed a profit in its first six months of operation. It takes a first-rate staff to set a record like that."

Mr. Groome, and his assistant director of personnel, Alcide J. Bernard, feel close to every employee, despite their number. Over 16,000 people filed applications for

work at *The Queen Elizabeth* — and Messrs. Groome and Bernard personally screened and whittled this veritable army to arrive at the present complement of 1300, 99 percent of whom are Canadians, chiefly from Quebec.

Two other key figures are directly concerned with the conduct and welfare of each and every member of the staff: Gaston A. Ramat, international representative of the *Hotel and Restaurant Employees and Bartenders International Union*, and

(see page 2)

# King Size L-M Committee at Queen Elizabeth Hotel



The Queen Elizabeth's labour-management committee is on a scale to equal that of the hotel itself. Standing, left to right: M. Phillips, I. Mowatt, S. Dupont, A. Beaudoin, H. Holychuk, J. Druda, P. Barron, P. Houle, V. Dubois, R. Belanger, G. Deschenes, R. Girard, B. Salberg, N. Gervais, M. Anderson, R. Paquette, B. Salmaso, T. Nicholas, J. Savides, D. Lepage, P. Gascon, B. Snickers, J. Stamos, C. Czermak, J. Phillips, union sec-treas. Seated, left to right: R. Bisson, A. Turgeon, S. Gagnon, P. Bastien, L. Branchaud, F. Novak, R. Lalonde, A. J. Bernard, ass't. director personnel, R. K. Groome, director of personnel, G. A. Ramat, international representative Hotel and Restaurant Employees and Bartenders International Union, D. M. Mumford, hotel general manager, A. Marion, union local president.

## The Queen Elizabeth

(continued from page 1)

Armand Marion, president of local 382 of the union.

### Bonne Entente

All four men have nothing but praise for the relations established between management and employees at *The Queen Elizabeth*. In their unanimous opinion, the initial success of the new hotel, and the great confidence they have in its future, are the product of mutual goodwill and trust.

To the visitor, these four representatives are more like close friends than business associates in a joint enterprise. Meeting them is to come away believing that the hyphen in labour-management relations has taken on a new significance—that it represents a new expression for "team," rather than a fence between opposed forces.

Messrs. Ramat, Marion, Groome and Bernard have their own term for the cordiality of their business relations with each other. It is "bonne entente," an apt, descriptive French phrase meaning "friendly understanding" and "good relations." It crops up repeatedly in their conversation and pervades the atmosphere in which they work.

"How could it be otherwise!" exclaimed Mr. Ramat at one point during the interview. "Right here in *The Queen Elizabeth* we have the best labour-management relations in the hotel industry!"

The international representative's sentiments are warmly seconded by Mr. Groome and Mr. Marion.

### Harmony Yields Progress

"The spirit of co-operation and understanding here is unique," confirmed Mr. Groome. "We are aware that the art of seeing each

other's point of view is vital to all of us. We've had our headaches, yes — particularly in those first hectic weeks after we opened. But every problem we have encountered so far has been settled to the complete satisfaction of both management and labour."

Mr. Marion reminded the group that "in the union's bargaining agreement, there is no room for strikes or wildcat action of any kind."

"As for the lines of communication between union members and management," he continued, "they couldn't be improved. We are encouraged to discuss even the simplest incidents, just in case they might develop into major issues.

"No matter what we put before management, there are no evasive answers. We get a straight 'yes' or 'no' or the promise that it will be looked into immediately."

"Joint consultation has actually been in effect here since the beginning," explained Mr. Groome. "If an urgent problem arose in any of the 25 departments within *The Queen Elizabeth's* staff organization,

we would call a meeting and settle it as quickly as possible.

"Ordinarily, however, we have a labour-management meeting in the executives' board room of the hotel once a month. Mr. Ramat, Mr. Marion, Mr. Bernard and myself get together with the shop stewards from each of our departments. During the course of a meeting, each steward is asked directly whether there is anything wrong in his particular department.

"Our policy is to encourage examination of even the smallest problem," Mr. Groome asserted. "As far as we are concerned, the man who won't discuss a problem is no use either to management or the union."

Mr. Marion recounted an interesting example of how parallel the thinking is between the two teams responsible for the efficient operation of *The Queen Elizabeth*.

"On a number of occasions, Mr. Ramat and I have arrived at Mr. Groome's office to present a problem we were concerned about. Before we could get our feet under the table, Mr. Groome would



Part of the staff cafeteria. Queen Elizabeth employees enjoy best of meals at minimum prices in bright, air conditioned comfort.

announce that he had some news. When he was finished talking, we had no problem to present. Management had anticipated it ahead of us."

"I might add," interjected Mr. Groome, "that the union has done the same for management."

### Promoting Self-Improvement

Scholarship plans and a safety program are high on the list of important business to be tackled by the hotel's labour-management committee when it becomes more fully organized.

Employees expressing a desire to improve their qualifications for advancement will shortly be receiving the fullest encouragement from management. Those chosen for their enthusiasm and potentiality are to be enrolled in extension courses at McGill University and the University of Montreal. *The Queen Elizabeth* will be footing the tuition bill for this training.

Courses to be made available will include accounting, finance, business administration, maintenance engineering, sales promotion, public relations, personnel administration, public speaking, languages, sanitation, and business law. Management spokesmen feel that some employees may ultimately qualify for the four-year course in hotel administration at Cornell University, New York — at company expense!

Improvement by training is an important aspect of *The Queen Elizabeth's* program for employees. Under the experienced eye of the director of banquets, Maurice Ribert, the hotel's entire staff of waiters is being instructed in the fastidious art of full French service. Training began months before the hotel opened and is being continued on a rotational basis. Learning how

(see page 3)

## The Queen Elizabeth

(continued from page 2)

to prepare and serve specialized dishes, the waiters attend classes on their own time, receiving — as their proficiency advances — certificates marked "A", "double-A" and "triple-A".

Consideration for the comfort and welfare of employees is on a generous scale, for management firmly believes that contented employees are a genuine asset both to the union and the hotel itself.

"The efficiency and service demanded by the public can only be provided by a staff that enjoys the best of working conditions and the best of relations with its employers," insists personnel director Groome. "It's management's responsibility to see that they obtain these benefits."

Provision for employee comfort includes first class staff quarters, excellent cafeteria facilities, and a generous welfare and sickness plan.

### Employee Response

The spirit of "bonne entente", and the close co-operation which are so characteristic of relations between union and management representatives at *The Queen Elizabeth* are not confined to the higher echelons. Quite the contrary, these qualities appear to have permeated the attitudes of every member of the staff. The cordiality toward guests is just as evident in the relations between employees. Apparent everywhere is an air of enthusiasm and eager participation in a great venture.

Bellman Kenneth Taylor exemplifies this spirit at its best. His interest in his work, and his obvious pride in being an employee of *The Queen Elizabeth* are reflected in the ease with which he answers countless questions on the facilities and points of interest with which the hotel is abundantly endowed.

"Ask any employee whether he likes his work here," invites Mr. Groome, "whether he is happy to be one of us." Only a confirmed skeptic, blind to the evidence around him, would consider taking up the personnel director's challenge.

### Example and Precedent

Montreal's newest hotel is infinitely more than a handsome addition to the city's skyline, or a tribute to the creative ability of those who designed and built it to match their stimulating vision of all that an ultra-modern hotel should be. Through the unique rapport operating between employer and employed, it is setting a standard of conduct that is a credit to the hotel industry of Canada—and an exam-

## Times Change— Thank Goodness!

Ottawa, Ont. — A local beautician owns an 87-year-old office memo which provides an amusing backward glance at the primitive labour-management relations of 1872, when the 13-hour day was the rule rather than the exception.

"Office employees each day will fill lamps, clean chimneys, and trim wicks. Wash windows once a week.

"Each clerk will bring in a bucket of water and a scuttle of coal for the day's business.

"Make your pens carefully. You may whittle nibs to your individual taste.

"Men employees will be given an evening off each week for courting purposes, or two evenings a week if they go regularly to church.

"After 13 hours of labour in the office, the employee should spend the remaining time reading good books.

"Every employee should lay aside from each pay a goodly sum of his earnings for the benefit of his declining years so that he will not become a burden on society.

"Any employee who smokes Spanish cigars, uses liquor in any form, or frequents pool and public halls or gets shaved in a barber shop, will give good reason to suspect his worth, intentions, integrity and honesty.

"The employee who has performed his labours faithfully and without fault for five years will be given an increase of five cents per day in pay, provided profits from business permit."

ple to unions and management across the country of the achievements that are possible when the techniques of joint consultation are used freely and intelligently.

Not long ago, the *Hotel and Restaurant Employees and Bartenders International Union* held a banquet in *The Queen Elizabeth*. The occasion had been arranged to celebrate the annual installation of the local's executive.

Seated among those present at the banquet that evening were five special guests of the union: *The Queen Elizabeth's* general manager, Donald M. Mumford, resident manager Nelson Vermette, director of personnel Groome, assistant director of personnel Bernard, and director of banquets Ribeit.

"In the hotel industry of five years ago, this would have been impossible," commented Mr. Mumford.

"It is a significant advance. We are headed in the right direction."

## WINTER WORK CAMPAIGNS ARE OUSTING OUT-DATED HABITS

Ottawa, Ont. — Every rise in the statistics concerning winter unemployment increases the challenge to Canadians to shrug off their outdated, cold weather habits of reduced activity and semi-hibernation.

The problem is again forcing people to face a few unpleasant facts. Without a job to go to, how is a man to continue feeding, clothing and housing his wife and children? A man out of work becomes gradually demoralized; he and his family suffer hardship; and the community has a further moral and financial burden to carry.

### Steady Progress

In 1955 Canada began doing something positive about this problem. Federal, provincial and municipal authorities combined to see what could be done to improve the winter employment situation. The campaign which opened in that year achieved a considerable measure of success.

By the winter of 1957, the coordination between government, industry, business and labour had reached a remarkable peak of effectiveness. The Department of Labour, in co-operation with the Unemployment Insurance Commission and provincial and municipal governments, and supported by many national organizations including the Canadian Construction Association, launched in the newspapers and on radio and TV, a publicity program whose aim was to convince the country that the cure for winter unemployment was in the power of every consumer.

## Engineering Firm Celebrates Success of First Year of Joint Consultation

Vancouver, B.C. — To mark the first year of successful joint consultation through its labour-management committee, the *Vancouver Iron and Engineering Works* recently sponsored a "family night open house" for employees, their wives and families.

Over 600 guests arrived and were greeted at the plant's main gate by a welcoming committee. The ladies all received corsages, and the children a variety of surprises.

Main event on the evening's program was a tour of the plant conducted by company foremen, each of whom explained the operations performed in his particular department. The presence of a skeleton night crew added the proper touch of realism.

of goods and services, from the individual householder to the employer of thousands.

The 1958-59 campaign in support of winter employment is currently on the road. Under the banner "Do It Now", the National Employment Service is concentrating its energies on the formation of local committees, for the most important unit in the campaign is the individual community.

### Who Serves?

In most centres across Canada it is the local office manager of the Unemployment Insurance Commission, working with the local employment committee, who provides the initiative for organizing a local winter employment campaign.

Local campaign committees usually consist of representatives of local organizations such as service clubs, unions, civic bodies, interested individuals and the National Employment Service office.

Plans for this fourth anti-winter unemployment program were being prepared as early as last July, when more than 90 delegates — leaders of industry, business, labour and government — attended the National Winter Employment Conference convened by the Federal Minister of Labour, the Hon. Michael Starr.

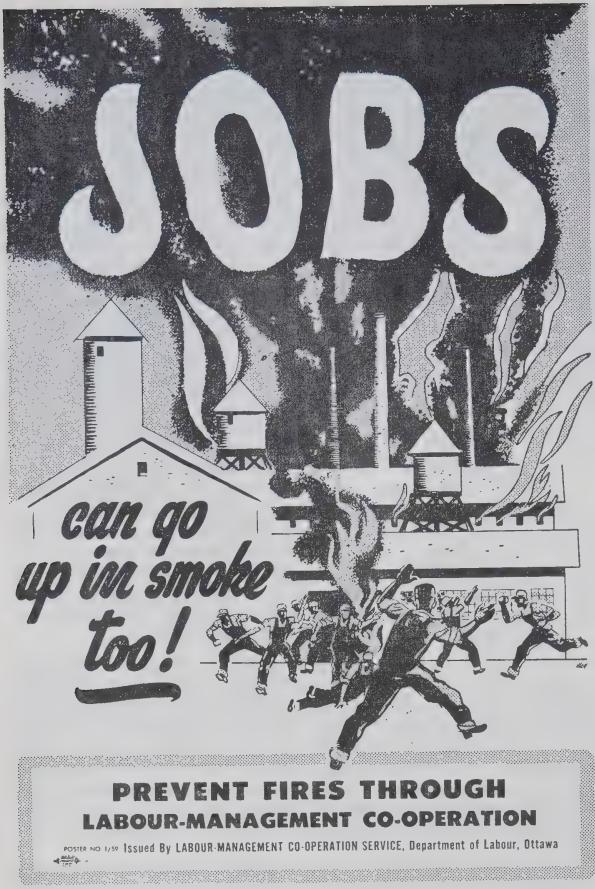
By abandoning the withdrawal tactics of the past, and adopting an offensive strategy against the winter unemployment problem, Canadians are demonstrating again that obstacles were devised to be climbed — that overcoming his environment is one of the chief ends of man.

### At each stop the visitors showed a lively curiosity and kept their guides busy answering questions on boiler

shops, penstocks, pressure vessels, turbines, power shovels and other assorted paraphernalia on the premises. Refreshments were served at the end of the tour.

Remarkable labour-management committee co-chairman Gerry Kay, who is a VIEWS machinist: "The 'open house' left no doubt in our minds about the keen interest taken by our wives and children in their bread-winners' place in the company picture."

Bargaining agents for employees of the *Vancouver Iron and Engineering Works* are the *International Association of Machinists*, and the *United Steelworkers of America*.



### PREVENT FIRES THROUGH LABOUR-MANAGEMENT CO-OPERATION

POSTER NO 1-59 Issued By LABOUR-MANAGEMENT CO-OPERATION SERVICE, Department of Labour, Ottawa

Stereotype mats and gestaprints (for use on duplicating machines) of this poster are available without charge to company and union publications.

## BURNING UP?

Industrial fires are continuing to take an increasing toll of Canadian lives and property. In the 10-year period, 1947-1956, they killed 48 people and destroyed property valued at more than \$144,000,000.

Nor do these figures tell the whole story. Industrial fires generally wreak such widespread havoc that hundreds of workers find themselves without jobs for weeks and even months at a time. Hardship strikes their families when there is no money left to buy the necessities of life. Then a few merchants feel the pinch of this drop in buying power. Next the living standard of the community begins to decline.

Ultimately the whole country suffers. In Canada, the yearly property damage resulting from fire causes an indirect loss to the people of an additional billion dollars! One wonders how often this can happen before the economy sustains a serious dislocation.

Labour and management pay a tremendous toll to fire, not just in destroyed buildings and equipment, but also through increased insurance premiums, lost trade and lost jobs.

Full labour-management co-operation on a prevention program directed toward eliminating fire hazards, educating all employees in the proper use of fire extinguishing equipment, and checking personnel who are careless with cigarette butts, matches and inflammable materials, could achieve a marked reduction in industry's appalling annual loss by fire.

## Industries Invite Workers' Ideas

Toronto, Ont. — Industries generally are consulting employees for new ideas and new methods of production, according to the University of Michigan's Dr. Norman Maier, who addressed the 14th National Conference of Industrial Management at the Royal York Hotel.

"Gone are the days when the supervisor wielded a big stick or motivated employees by instilling fear of losing jobs," said Dr. Maier. "Successful supervisors today are using the group decision method for new ideas and improving production. Employees and supervisors meet and discuss the problem — then make recommendations."

### No More Spare Parts

Just outside the tool crib in one company's die shop, hangs this sign: "The following items are not in our stock and cannot be purchased for any amount: Fingers, arms, toes, feet, legs, skulls, eyes (right or left, sight of either). While the hospital workshop will attempt to repair any of the above, if damaged, it cannot, however, guarantee the results. Take care of what you have."

*DBA: Safety News Digest*

### Safety with Music

Marietta, Ohio — Something new has been added to the shower and locker rooms of the service and locker building in the Electro-Metallurgical Company.

Every morning, from 7.30 until 8.30, and every afternoon from 3.30 until 4.30, music and safety messages are wafted through the air via a loudspeaker system. The idea was suggested by the Safety Steering Committee of the company.

The purpose is to promote safety through the use of slogans, rules and suggestions interspersed with recorded music. The music includes popular, classical, country, western and rock 'n' roll.

The brief talks cover all aspects of safety including safety on and off the job, and to and from work. The disc jockey is the safety inspector who recorded the talks.

*Industrial Accident  
Prevention Associations*

## OPEN HOUSE CITED "MORALE BOOSTER"

Stratford, Ont. — Success of the recent "Open House" held at the plant of the Whyte Packing Company Limited was reflected in the mobility problem created by the 1700 people attending.

According to J. S. Whyte, general manager, the crowd turned out to be three times the number anticipated. Employees of the plant, members of the United Packing House Workers of America, total approximately 250. The balance of over 1400 visitors consisted of families and friends interested in seeing the company's operations. Welcoming the guests along with Mr. Whyte was superintendent Lawrence Galbraith.

Highlight of the event was a plant tour which started in the slaughter room and ended with a surprise party in the gaily-decorated shipping room where the guests were treated to a buffet style meal of luncheon meats processed by the company.

Each employee of the plant received a printed invitation to the "Open House," every lady attending was presented with a corsage at the door, and prizes were awarded during the evening to the winners of a variety of events on the entertainment program.

Dorothy Anderson and Cliff Scott, two union members of the party committee, reported that many of the employees helped to arrange displays and prepared the luncheon on their own time. The committee was under the chairmanship of Norman Heitbohmer, assistant plant superintendent, and also included foremen and supervisory staff members.

Reported general manager Whyte: "This is one of the best things we've ever done for morale. And, incidentally, the plant has never been cleaner in its history."

"The secret of a person's happiness is his sense of belonging. He wants to be recognized. This applies to the lowliest employee and the most mighty."

*Dr. Margaret E. Nixon  
Department of Health &  
Social Medicine  
McGill University*

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service,  
Industrial Relations Branch, Department of Labour, Ottawa 4.

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# WORK in INDUSTRY

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OTTAWA, CANADA

FEBRUARY, 1959

## Accident Rate Cut Steeply at Canadian Splint

Pembroke, Ont. — A drop of 90 percent in the frequency rate of lost-time accidents and 50 percent in the severity rate has been achieved in three years by the Canadian Splint and Lumber Corporation, Limited, manufacturers of wooden match sticks. The plant safety record at present boasts 46 accident-free days.

One reason for the improvement has been the reorganization of the safety committee in the plant, and a greater effort is being put forth by every member on this committee towards making CSL a safer plant in which to work. The committee is comprised of 13 members, with each department represented, and meets regularly every month. A new chairman is appointed annually from among the members.

According to records provided by the Industrial Accident Prevention Associations of Toronto, the company's accident frequency rate for the period during 1955 stood at



Donald Lair, veneer lathe operator at CSL, wears aluminum toe and shin guards for protection against fractured toes and shin injuries inflicted by falling logs.



Plant Safety Committee at Canadian Splint and Lumber Corporation Limited meets monthly. Left to right: W. Wagner (veneer lathe operator), G. Irving (machine adjuster), C. Beyea (tow-motor operator and car loader), M. Fortier (packing machine operator), E. Brumm (secretary), C. H. Ziegel (plant supt.), O. Christink (slash saw operator), A. Duckett (quality control), H. Hubert (production foreman), R. Hein, (maintenance foreman), H. Kruger (barker operator), H. Baker (boilerhouse engineer), L. Myre (chopper operator).

130.16 and the accident severity rate at 1,945.

Prior to reorganization of the safety committee, there was a feeling that everyone was too busily engaged with work to have time for an organized safety program. However, when the company record was examined and compared with those of other firms, management felt that the time had come to do something about lowering the number of accidents.

Formation of an active safety committee was the first step. Appropriate slogans and signs are today posted in each department, and on one huge plant safety sign—visible to all employees—the accident-free days are posted daily, together with the previous best record.

Mr. C. H. Ziegel, who joined the Canadian Splint and Lumber Corporation in 1924 and has been plant superintendent since 1934, is management representative on the safety committee.

Mr. Ziegel provided an example of how safety records can be improved. The toe and shin guard exhibited in the accompanying photo was supplied to all veneer lathe operators and other employees handling 24-inch-long round blocks of wood. Prior to the introduction of these guards, quite frequent lost-time accidents occurred when the blocks fell, fracturing the toes and

cutting the shins of workmen. There has not been an accident since these guards were adopted.

Mr. O. D. Levans, general manager, has always been keenly interested in accident prevention. His guidance and co-operation have helped substantially toward reducing accidents in the plant.

Credit for the current improvement in the accident rate is shared by all employees of the company. Their union committee (working in conjunction with the safety committee) and management have combined forces to further a concentrated safety program. Suggestions and recommendations made by them on safety matters are examined and implemented immediately by management. Hazards are brought promptly to the attention of the foreman, not only at the safety meetings, but whenever they are reported. Throughout the year the committee is continuously engaged in a "no-accident" safety program.

## On the Waterfront: Free 'Lifts' Daily

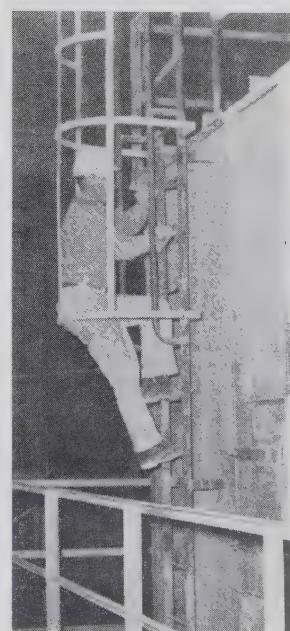
Aalborg, Denmark. — A waterfront firm recently introduced a new, health-giving gimmick in labor relations — a vending machine that dispenses daily a free vitamin pill to each employee.

## Fast Action is Byword at Cement Plant

Fort Whyte, Man. — Ninety-three safety suggestions, consisting chiefly of recommendations for the installation of guards for mechanical equipment, were considered by the nine-man safety committee of the Canada Cement Company plant here during its 1958 term of office. Of the total, 80 were adopted in the 12-month period.

Many of the suggestions used arose on plant safety inspections during which committee members scouted for potential hazards from machinery and unsafe work habits being practised by employees.

Among the problems encountered were the plant passenger elevators, which had developed the annoying habit of stopping between floor levels—a harrowing experience, par-  
*(see page 2)*



Ladder cage guards were erected at various points in Canada Cement's plant 13.

## Canada Cement Alert to Safety Suggestions; Labour-Management Team Highly Effective

(continued from page 1)

ticularly for anyone suffering from claustrophobia. When heavier contact switches for the pushbutton control panel were installed, the trouble vanished.

On one occasion, a visiting safety engineer drew the committee's attention to an uncovered section of high-speed shaft driving a kiln blast fan, and warned that it posed a real danger to any employee attempting to lubricate the shaft bearings.

The company promptly sealed off the potential hazard with a mesh cage guard.

"Teamwork is the key to our safety program," remarked Mr. J. Legate, assistant superintendent, "and safety is at the head of the list as far as our company is concerned."

"We believe in fast action when a safety suggestion is made. It never fails to save lives and prevent injuries."

Nick Mudry, president of local 274 of the *United Cement, Lime and Gypsum Workers International Union, CLC*, supports Mr. Legate's contention.

"All the members of our local feel that management are sponsoring a tremendous job of accident prevention in the cement industry," reported Mr. Mudry. "Their program covers both the installation of protection equipment around machines, and the education of the workers."

"Needless to say, the whole-hearted co-operation of the Union is behind them in their efforts."



Operator removing possible falling object hazard from top of railway car dumper. He stands on new platform built for this purpose.

Members of the outgoing safety committee, and the departments they represented, were as follows: R. Lavallee, clay handling; L. Rhodes, lubrication; J. Moffat,

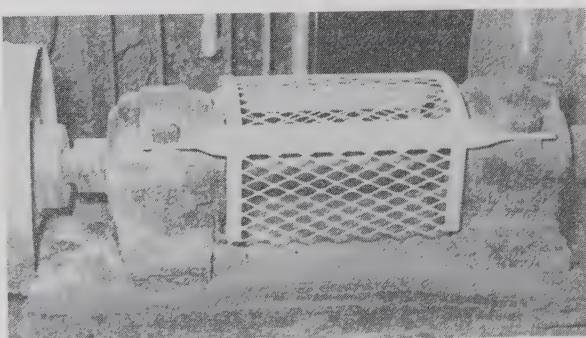
shift foreman; R. Knockaert, mill operator; L. Wright, electrician; E. Muir, maintenance; N. Shiells, repair foreman; A. V. Muir, safety supervisor, and R. K. Thompson.



Members of Canada Cement's plant 13 safety committee for 1958. Left to right: R. Lavallee, L. Rhodes, J. Moffat, R. Knockaert, L. Wright, E. Muir, N. Shiells, A. V. Muir. (Absent when photo taken: R. K. Thompson.)



Operator checks feed hopper from one of the new steel platforms erected at the feed end of the Unidan mills.



Cage guards were installed over the exposed high-speed shafts turning kiln blast fans.

## "Do-It-Now" is Well Under Way Across Canada

Ottawa, Ont. — Canada's annual "do-it-now" program for stimulating winter employment is getting into swing in some 170 communities across the country.

Under the stimulus of the federal Department of Labour, the program calls for a concerted drive to "do it now" on work ranging from home repairs to major outside projects during winter, the period of Canada's peak unemployment.

Provincial and municipal governments, community leaders and industry—particularly in the building and building materials trade—are co-operating through advertising and other forms of assistance.

Daily and weekly newspapers and broadcasters have pledged support. Business firms and other organizations are contributing free advertising and other publicity.

"For every dollar we spend on advertising we get about \$10 worth of free," one federal official says.

Labor Minister Starr calls the general response "exceptional" this year. The program has been going on four years, with the current one the most extensive yet.

"The effect is bound to be beneficial to a certain extent this year, and to a much greater degree in succeeding winters through experience and positive results," he adds.

One phase of the program is a federally-assisted incentive plan for contributions towards municipal projects. The federal government pays 50 percent of the direct payroll costs.

Mr. Starr said this week that so far \$41,500,000 worth of winter-time projects have qualified for the assistance, involving payroll costs of \$11,600,000. These would produce 900,000 man-days of work for 15,000 men not otherwise employed or 60 days per man.

Taking a cue from the Christmas seal type of advertising, the Information Branch of the Department of Labour has issued a "Support the Winter Work Campaign" sticker. Attached to envelopes and beneath the signatures on letters, they can be a highly effective reminder to the public that their support is needed if winter unemployment is to be controlled and overcome.

(see page 3, column 1)

# LABOUR OFFICIAL DISCUSSES LABOUR-MANAGEMENT PROBLEMS AT CONFERENCE

London, Ont. — In an address to the London and District Chapter of the Society for the Advancement of Management, Norman S. Dowd, Executive Secretary of the Canadian Labour Congress, spoke on the role of trade unions and of some of the problems faced by management and labour.

## Constant Changes Cause Lack of Understanding

Speaking of constant changes in technology, Mr. Dowd said: "These changes present a persistent challenge to labour as well as to management."

In urging greater mutual understanding between labour and management, he said:

"If, as I suggest, management is not usually familiar with the wider aspects of the labour movement, certainly it can scarcely expect that the rank-and-file worker has any adequate appreciation of the problems of management. A worker may attend a union meeting and see and hear his top officers and the members of his negotiating committee, but he very rarely has an opportunity to see the president of the firm he works for, or any of the top executive officers. As a result, neither group has sufficient understanding of the other.

"Of course, there are undoubtedly a number of employers whose

relationships with their workers are all that could be desired. In some industries, strikes have not occurred over a long period of time, and a relationship of frankness and good will has been established."

## Some Problems of Management

"While this happy situation requires considerable effort and compromise on both sides, nevertheless it shows that harmonious relationships are possible and this is certainly the ideal which should be aimed at in all labour-management relations. No one would suggest that the task of management is an easy one, and it has been growing steadily more difficult. Obviously, the rank-and-file worker, constantly engaged in the same occupation, has little or no opportunity to become aware of the wide field which management must now understand."

## Treat Workers as Human Beings

"May I suggest that management must understand workers as people, as human beings. In addition to meeting their physical needs, they must be able to maintain a sense of progress and well-being in their jobs. We are hearing a great deal these days about the need for effective communication between various levels or strata in an industry. It is

said that communication must work downward as well as upward, and presumably sideways as well.

"Labour feels it is especially important that the workers be made aware of the changes in policy which management finds necessary from time to time. They should be regarded as working partners in the industry and kept informed as fully in advance as possible of any change which will have a significant effect upon their job-classification and their employment.

"Undoubtedly, the attitude of some workers toward management is one of misunderstanding and distrust. The obvious way to cure a situation of this kind is to develop an attitude of frankness and honesty in dealing with negotiating committees, and by working through the union rather than by-passing it, and using every possible method of making management policy known down the line. While it may be difficult to achieve, it should be possible to give every worker a sense of personal participation in the welfare of the company which employs him."

## All in the Same Boat

"A study of industries in which good relationships have been built up through the years would be very illuminating. If a satisfactory

relationship can be developed with the workers, and I am speaking primarily of organized workers, with a well-administered union to speak for them, it should be possible to meet whatever problems arise with a feeling that they are common problems and that each party is equally concerned in solving them.

"Dr. Kenneth McFarland, Education Director for General Motors, says, 'All those engaged in a particular enterprise are in the same boat. This means labour, management, the stockholders—they all have a common denominator whether they realize it or not. That common denominator should be their interest in keeping the ship afloat because they are all on it. The first interest of all should be that the ship shall not sink.'"

## Learn to Live Together

"I think it is now becoming more clearly recognized that workers and management must learn to live with each other. In industry, you are continually confronted with a dynamic situation rather than a static one. A static industry is dead. In dealing with negotiating committees and other representatives of the workers, it seems to me that both undue formality and undue familiarity should be avoided. Mutual respect is the best lubricant for human relations."

## Publications Manager Levels Criticism That House Organs Not Doing Good Job

"In the majority of cases, the time, money and effort being spent on House Organs are sizable debit items without a single balancing entry on the black side of the ledger," says William Scholz, manager of employee and plant community relations publications for the *General Electric Company*.

"You need only glance at a typical company publication, with the columns of personals and studious avoidance of facts about the business, let alone controversial

issues, to have grave misgivings as to the value of the medium as it is presently being used."

A survey made in the U.S. by the *National Association of Manufacturers* showed that employees want specific information about the following subjects:

1. Their company's background, organization, and products.
2. Company policies — especially new policies — affecting them and their fellow-workers.
3. Company plans, such as changes in location or methods, and details on how jobs will be affected.
4. Their jobs and how they will be affected by strikes, material shortages and defence needs.
5. How their jobs fit into the scheme of things; and information on the chances for advancement.
6. The outlook for business, and the prospects for steady work.
7. The achievements of labour-management committees.

## "Do-It-Now"...

(continued from page 2)

Quantities of these stickers are available on request from all local offices of the National Employment Service across Canada, for use by business and industry or by any organizations or individuals willing to assist the winter work campaign by attaching them to their correspondence and envelopes.

## Plant Paper Achieves Success In First Year of Publication

Red Deer, Alta. — Born of a proposal made at a labour-management committee meeting in the Spring of 1958, the "*Alberta News*," plant newspaper of *Carling Breweries (Alberta) Limited*, has just ended its first year of publication.

Produced monthly by and for the employees, the compact, six-page "*News*" has been a welcome addition to the life of the plant. Five issues appeared in 1958 and enjoyed considerable popularity among personnel.

The December issue of the "*News*" carried an interesting line-up of subjects including a directors' report on company business during 1958 and the prospects for 1959; articles on sales promotion, the "buy Canadian" theme, and employees' suggestions for improving plant safety, efficiency and harmony; a condensation of the parent company's annual report for 1958; and columns on safety reminders, jokes,

and personnel activities — including an account of the various employees who have appeared on a local TV show.

Another highlight in "*The Alberta News*" is its "Personality of the Month" series. The subject for December was Harold Pallin, a labeler operator with the firm. For the past two years Mr. Pallin has been recording secretary for Local 533 of the *International Union of United Brewery, Flout, Cereal, Soft Drink and Distillery Workers of America, CLC*. He was recently elected to serve for another term.

"*The Alberta News*" is just one brain-child of the labour-management committee at *Carling's Red Deer* plant. Just prior to the new year, the committee initiated a successful "open house" for 40 employees' wives. The afternoon program included a plant tour so that the ladies could see their men-folks "in action".



## KEEP YOUR PLANT CLEAN

*Union-Management CO-OPERATION promotes*  
**GOOD HOUSEKEEPING**

Issued By LABOUR MANAGEMENT CO-OPERATION SERVICE, Department of Labour, Ottawa

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

## Unemployment Worse Without Winter Works

**Niagara Falls, Ont.** — Unemployment in Canada would be 20 percent higher than it is without the current winter works program, according to Jack W. Temple, Ontario unemployment insurance director.

Mr. Temple, who made the estimate during an address before the local Rotary Club, urged the public to co-operate with the federal government's country-wide drive to limit winter unemployment.

## Young Canada

**Ottawa, Ont.** — According to estimates prepared by the Dominion Bureau of Statistics, about one-third of Canada's population on June 1, 1958 was under the age of 15 years. The total population of Canada increased by 6% from the 1956 census, to a total of 17,048,000; in the same period children under 15 years increased by 8.4% to 5,661,800. Population over the age of 65 years increased by only 3.3% in the two-year period.

## Eastern Region Wins 1958 Hydro Safety Award

**Ottawa, Ont.** — The eastern region employees of the *Ontario Hydro Commission* have been awarded the commission's safety plaque to mark nearly 2,000,000 man-hours worked, with the lowest accident rate in Hydro's various regions.

During 1958, the 1,000 men and women employees of the region—all operations east of Gananoque, Whitney and Mattawa—worked 1,951,763 hours with only four lost-time accidents.

G. R. Shannon, regional safety officer, also reported that the eastern region had just completed a six-months' period without a single accident—the first group in Hydro ever to achieve this record.

The safety award was presented to O. S. Luney, eastern region manager, by Ontario Hydro vice-chairman Ross Strike, at a conference dinner held in the Chateau Laurier Hotel. Mr. Strike remarked on the vast improvement in the eastern region's safety record: from 53 lost-time accidents in 1953 to only four in 1958.

# SOMETHING TO TELL?

Every daily newspaper we pick up—with the notable exception of the *Christian Science Monitor*—provides gruesome details about how someone was killed or how someone else was murdered. On busy days we get both.

It might be a good idea if newspapers devoted just one issue a year to listing the names of everyone in town who *wasn't* killed or *wasn't* murdered that day. It wouldn't make exciting reading, mind you, but it might help to restore a little balance.

The same idea could be applied to news stories of the relations between labour and management. Too often we see headlines like "Workers Strike", "Management Denounces", "Labour Accuses" and "Violence in Industry".

The public *does* react to these tendencies in the presentation of news. An 80-year-old grandmother of our acquaintance remarked recently, "I don't know what the world's coming to. Nobody seems to want to get along friendly-like with anybody anymore."

"Mr. Dulles says something *terrible* about Mr. Krushchev. Mr. Krushchev's feelings are hurt so bad he turns around and says something *awful* about Mr. Adenauer. Then General Montgomery gets up on the wrong side of the bed and writes something really *nasty* about President Eisenhower. And Mr. Eisenhower's feelings are hurt so bad he don't say anything."

And at this point Granny stamped her foot hard and looked as though she'd like to get her hands on the whole lot of them. She was suffering from inflammation brought on by the imbalance in news stories.

Now, our job on "Teamwork in Industry" is to help maintain a balance in the labour-management picture. Not a day passes in this country but some outstanding evidence of labour-management co-operation comes to light. We are eager to have the stories behind that evidence.

If there is a recognized labour-management committee in your plant, whose object is to improve operations through the techniques of joint consultation, we would like to hear of its achievements.

Our modest publication goes out to 15,000 English-and-French-speaking subscribers across Canada. We want them to know that the labour-management scene is not all as black as the newspapers paint it.

Possibly your committee has co-operated in a campaign to step up the quality or quantity of production, or introduced a publication that has improved plant morale or labour-management relations. Perhaps you sponsored an "open house" which provided members of the community with an opportunity to become better acquainted with the plant and its products.

Maybe you teamed up on a joint labour-management drive to raise funds throughout the company for some charitable organization. Likely you have a labour-management safety committee whose job it is to get everyone in the plant—from the brass on down—promoting a safe community in which to work.

Whatever it is—whatever strides you have made in promoting teamwork between employees and employers—it will be of great interest to our readers.

Your committee's story could be prepared by the group's secretary; or possibly you might enlist the help of the firm's public relations people. Photographs of your members, either on the job or holding a meeting, would also be of interest. Anything you could provide along these lines would be welcome in our pages.

The procedure is an easy one. Simply contact your nearest field representative of the Labour-Management Co-operation Service. He can supply you with any information you may require, and will forward your article to us.

An account of your committee's achievements will assist "Teamwork in Industry" to dispel the idea that labour-management relations are a specialized type of warfare.

# TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service,  
Industrial Relations Branch, Department of Labour, Ottawa 4.

Hon. MICHAEL STARR  
Minister

A. H. BROWN  
Deputy Minister

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All material in Teamwork may be reprinted with or without acknowledgement.

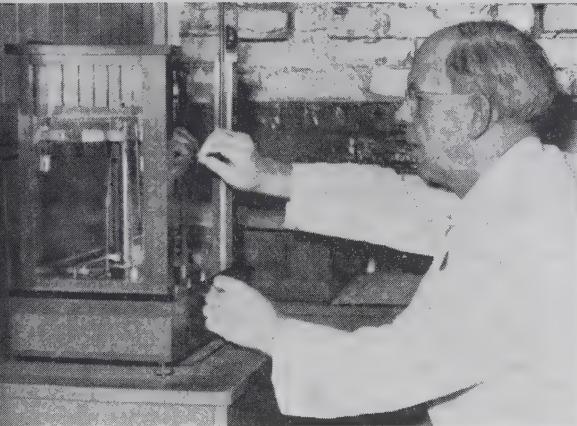
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# WORK in INDUSTRY

VOL. XVI—No. 3

OTTAWA, CANADA

MARCH, 1959



Alex Clark, a veteran with 45 years' service at Continental Can's Plant 90, and an inspector in the quality control department, is shown here testing the weight of tinplate and coating used in the making of high quality metal containers.

## SPIRIT OF CO-OPERATION HIGH AT CONTINENTAL CAN

Toronto, Ont.—Manufacturing operations at the *Continental Can Company's* Plant 90 on Richmond Street are symbolized in the movement and sound of machines.

At a distance the voices and the animation blend to a rumble in the air and a quiver in the floor. Up close there are a hundred motions and a hundred songs, all going their own way like a one-deaf choir.

Listen a moment. Separate the sounds.

That whine like a complaining cat on a cold night is a maintenance shop lathe turning out a replacement part. Nearby is the creaking and chowing of a drill press. That high-frequency scream is a circular saw biting through metal. Motors hum and whistle. Drive belts swish.

From a corner comes a fairly low, steady whump-whump-whump-whump. A small punch press turning out small lids. Next to it, and dominating the scene with the express train rush of its activity, is a big punch press, punching out big lids: Clack-thud-WHAM!-HISS!

These are only a few of the operations. At Plant 90 they start with in-cut sheets of metal or tinplate. Various colours and designs are printed on these sheets by the lithograph printing processes, after which they are coated with lacquers and conveyed into the heat and roar of the drying ovens. The sheets then

are sheared into the desired sizes, formed into various shapes, and beaded to make a completed can or container. Finally these are packed and shipped away to the customers of the company. Honey pails, lard pails, lids, mustard tins, cellulose tape olders — thousands and thousands of them in every shape, size and colour.

So much for the machines at *Continental Can*. It's what the visitor sees at first glance: the wheels of industry; the devices built by man to meet demands he could not fill with two hands alone.

### Cornerstone of Co-operation

Machinery of quite another sort is making an equally important contribution to production efficiency at Plant 90, and to the welfare of its 300-odd employees. This is the machinery of joint consultation — the plant's Labour-Management Committee. The group meets once

(see page 2)

## Labour-Management Committees Are Invited to Aid "Do It Now"

### Group Ideas Can Assist Winter Employment Plan

Ottawa, Ont.—People behind the "Do It Now" Campaign to increase employment during the winter months are curious to know what Labour-Management Committees are doing to ease the problem.

For the Winter Work Campaign is not just aimed at the householder. It seeks also to draw on the aid of business and industry. Obviously it is helping to condition the general public to keep a little more active in the cold weather, to "do things" around the home now — not "next Spring", the way their ancestors used to.

The people who have asked questions about the attitude of Labour-Management Committees toward the problem imagine one of the group's members saying at a meeting: "Look! We have layoffs right in this plant every winter. What are we doing about it?"

So "Teamwork in Industry" is tempted to put the same sort of question to your Labour-Management Committee. Do you encourage discussion on the subject? Have you produced ideas which have benefited the winter employment picture in your plant? Would your suggestions benefit other members of the business and industrial community if they were made generally available?

Some industries and businesses have scheduled maintenance, repair, redecoration and renovation to be done during the off-season. Others have assisted in levelling out the consumers' seasonal buying habits through "winter work" advertising and price concessions. Still others have arranged for staff annual vacations to be taken during the winter.

Newspapers carry daily accounts of how traditions and habits are being upset or ousted by newer, more progressive ideas. Foresight and the urge to respond to a challenge have prompted some companies to start building new plants or addi-

tions to existing ones during the cold months.

There are other possibilities. Lay-offs could be reduced, or perhaps eliminated altogether, by transferring staff from slack to busy departments or divisions; by producing and stockpiling standard products; and by putting personnel on training or re-training programs. Seasonal industries might keep their employees working full-time by introducing new products into their regular lines.

These are a few of the many methods by which responsible people in business and industry can help to keep the national economy busy and healthy. They deserve to be tried wherever they can be usefully applied.

"Teamwork in Industry" would welcome correspondence on the subject of the winter work program of your Labour-Management Committee. How about contributing to Canada's stability by sharing your successful "Do It Now" ideas with the rest of the country?

## Good Housekeeping Promotes Safety At Farmers' Dairy

Toronto, Ont.—Accumulating a total of 365 working days without a lost-time accident in a big shop handling a fleet of nearly 400 units on a two-shift basis is a safety record to be proud of.

Toronto's *Acme Farmers' Dairy* recently completed this record no-accident period. During this time no compensation was paid out nor was any personal injury registered against the fleet service department.

Acme Farmers' organized its safety program on its present basis on May 1st, 1957, under the Canadian Accident Prevention Association's plant safety program. Of the 500 employees covered in the company program, the fleet service garage accounts for 23 mechanics, bodymen, and helpers.

(see page 4, col. 3)

# Busy Program for Labour-Management Committee at Can Company



"Continental Charlie" displays the "idea bank". Employees submitting ideas for improvements in machines, methods, quality and safety can win awards up to \$10,000.

(continued from page 1)

a month, and its membership consists of plant manager W. J. Gregory, personnel supervisor Harry Graham, a representative from the industrial engineering department, K. V. Webb, general foreman E. J. Radcliffe, and five Union members of local 2514 of the *United Steelworkers of America*: James Tufano, can assembly, Harold Clark, machine shop, Joe Frain, warehouse and shipping, Alex Clark, quality control, and Robert Flowers, tinplate and cut stock.

Representatives from the federal Department of Labour were recently conducted on an illuminating tour of company operations, and were provided the opportunity of meeting some of the members of Plant 90's Labour-Management Committee. Among these were personnel supervisor Graham, who has been with *Continental Can* for 14 years, and Mr. Tufano, president of local 2514, and an employee with 32½ years' service. Both gentlemen gave us a glimpse into the philosophy and functions of the committee.

"The organization suffers no shortage of topics to discuss nor projects to tackle," reported Mr. Graham. "Customer complaints, spoilage, absenteeism, plant housekeeping and production efficiency — these and many other related subjects come before it for examination, debate and decision."

"As for its over-all aims," he continued, "we are always looking for ways to improve our labour-

relations. Human nature being what it is, the job never ends."

Mr. Graham pointed out that committee meetings are held in a friendly and most informal manner. "The idea is to get things done," he explained. "Mere formalities often add up to a waste of valuable time."

He also described a useful variation in the traditional methods of recording minutes. "Most of our important conclusions are set down in anonymous fashion. It encourages members to speak out. Besides, we strive for unanimous decisions. We feel that the committee's voice is the one to be heard."

Mr. Tufano, whose popularity among his co-workers is borne out by the fact that he has been president of local 2514 since 1952, informed us that, two or three days prior to a Labour-Management Committee meeting, union representatives present their management counterparts with an agenda of topics the union proposes to discuss. Management provides the same courtesy for the group's union members.

"The committee benefits all of us — management and employees alike," remarked Mr. Tufano. "Progress has been steady, and good relations have been built up through joint consultation."

Continued Mr. Tufano: "These relations are the result of labour and management representatives getting together to iron out any difficulties in order to get on with the job."

"Mind you," he added, "we don't always agree. But the main objective of our committee members is to work on a problem until we come up with solutions that are mutually satisfactory. I would say that in the majority of cases we achieve that objective."

## Harmony and Efficiency

The tour of *Continental Can's* Plant 90 was a real education. One small but surprising sidelight of the trip was the personnel supervisor's remarkable memory for names and faces. Every move was punctuated by greetings, and introductions to employees there were aplenty; but Mr. Graham never once groped or fumbled for a name.

Two general impressions made quite an impact on the visitors. The first was the atmosphere of harmony and easy informality which prevailed throughout the plant. The second was the unusual cleanliness and streamlined efficiency which appears to be an integral part of the operation of this complex and busy Canadian enterprise.

Two other features were noted. One of these was the age range of the men and women we saw working: all the way from the late 'teens to the late sixties. The other was the surprising number of older men, all of them adept and swift on the job.

The personnel supervisor revealed that at the company's 12th Annual Veterans' Dinner, held in October of last year, 63 of the working employees had a minimum of 25 years' service — and five of them had 45 years' and over!

Mr. Tufano's reflection on this excellent state of affairs at Plant 90 and other *Continental Can* divisions in the Toronto district provided a humane contrast to the all-too-prevalent attitude many people display toward the elderly employee: "A man should work as long as he's willing and able to do his job," he asserted. "If he's doing that, there's no reason for him to quit."

Incidentally, one of the highlights of union-management social activity at Plant 90 is the annual Christmas party put on for the children of employees. The cost of this party is borne equally between the union local and the company.

Heart of the plan is the Joint Safety Committee, composed of two union and two management representatives. The committee holds monthly meetings, and these are attended by all shop stewards (who are the safety representatives in each department), foremen, and management representatives from the plant manager down.

The group concerns itself with all phases of plant safety including employee education, creation and posting of accident prevention slogans, adoption of safety equipment, and the overseeing of two other areas whose proper function concerns safety: tool conservation and plant housekeeping. Arrangements are made periodically for lectures to be given on health, first aid and safety by the plant doctor, instructors from the *St. John Ambulance Society*, and traffic safety officers of the Toronto police force.

Every week the four-man joint committee tours the plant on a safety inspection, keeping a sharp lookout for potential hazards that might arise either from the machine environment or the unsafe work habits of employees.



Novel method of recording safety score. A flashing line of lights marks every advance of 10,000 accident-free hours. The display is located just inside the factory entrance at Plant 90.

## Safety Plus

Among the prime aims of labour-management co-operation at the plant is employee safety, an endeavour marked by some important achievements in the past. In 1955, Plant 90 employees won the company's safety trophy for 234,000 man-hours of work without a disabling injury.

As recently as 1957, they won the *Industrial Accident Prevention Associations*' award for 250,000 accident-free hours. This record climbed to 383,317 hours in September of that year. The best record was achieved in December, 1958, when the plant hit an all-time high of 500,000 accident-free hours.

Chairmanship of the safety committee is rotated monthly, a procedure which tends to keep accident prevention a "live" issue, and to impress on members that individual responsibility is a vital key to the program's success.

At the end of his 30-day tenure of office, the outgoing chairman delivers to his fellow-members a detailed report on the group's activities for the past month, concluding with his own suggestions and recommendations on additional measures that might be adopted to promote the health and safety of everyone in the plant. The meeting ends with the showing of a 15 or 20-minute safety

(see page 3)

## Continental Can

(continued from page 2)

film supplied either by the company's training centre, or by the Industrial Accident Prevention Associations.

Wherever an employee turns in Plant 90, his eye is caught by an eloquent safety reminder. "All rings, watches and jewellery to be removed before entering this plant," says a huge sign at the entrance to the work area. "Don't run—WALK," appears at the head of every stairway. In the machine shop, other overhead notices remind employees that "Safety goggles must be worn at all times in this room."

Plant 90 is ready for emergencies. The first aid office is a spacious, well equipped centre, operated by a registered nurse with unusually appropriate name of Helen Nightingale. Her services are abetted by the plant doctor whose weekly visits provide free consultation for any employees seeking medical advice.

Company foresight has also seen to it that Nurse Nightingale is not left all by herself to bear the responsibilities for 300 people. Trained to assist her in case of accidents are three company employees: Jim Wirsta, assistant foreman, and Leo Clarkson and John Robertson, guards, who are graduates of the St. John Ambulance course in first aid. Two other employees who will shortly be taking the same course are Joe Shearer, lithography foreman, and Jack Wheeler, assistant foreman of the can assembly department.

One of the machine shop employees at Plant 90, by the way, is a member of the Wise Owl Club. His name is Jack Greves. He was operating his milling machine one day when a milling tool shattered and threw some of its steel teeth in his face. Mr. Greves' safety glasses were broken, but his eyes were uninjured. Had he not been wearing the glasses, he would have lost an eye.

Safety goggles and glasses are supplied to employees free of charge at *Continental Can*. Where an employee customarily wears glasses fitted with prescription lenses, the Company also supplies these for his safety glasses and goggles.

Phil Koehle, foreman of the machine shop, informed us that briefing sessions for the employees in his department are another phase of safety education. If a new employee joined the shop, Mr. Koehle assured us, he would be very carefully trained in handling and operating methods to protect both himself and the equipment. However, since all of the men working in the machine shop have been there for many years and are highly quali-

## EFFECTIVE, HARMONIOUS RELATIONS CHARACTERIZE LABOUR-MANAGEMENT MEETINGS AT JOHNS-MANVILLE



At the Asbestos, Quebec, division of the Canadian Johns-Manville Company, Ltd., management representatives and the Labour Relations Committee meet once a month to discuss numerous topics of mutual interest, ranging from safety to general business conditions.

Front row, left to right: Lucien Geoffroy, factory; J.-Etienne Desrochers, electrical dept.; René Pellerin, machine shop; Rosarie Leroux, mill; Léo Boucher, maintenance (secretary); Robert Toutant, underground mine (committee president); and Léonard Grimard, factory. Back row, left to right: H. P. Shea, training supervisor; George Gamache, industrial relations; J. O. Eby, mine manager; R. B. Gresham, safety superintendent; H. R. Gibson, industrial engineering dept.; F. H. Molson, plant engineer; W. Champagne, railway; Edgar Raymond, mill; P. E. Picard, open pit; and Fernand Contois, J. P. Élément and Alfred Blanchette, all underground mine.

fied for their jobs, briefing sessions today are confined to those occasions when a new piece of equipment arrives on the floor.

### Selling Safety

Labour-management safety committee members have teamed up on many effective accident prevention devices and promotions at Plant 90. The "idea bank" is one of these. It consists of an illuminated display provided with a container which holds a supply of suggestion forms, called "ideaslips", and a "mailbox" into which the completed forms are dropped.

An "idea bank" occupies a prominent position in every department of the plant and in the cafeteria. The plan has encouraged the submission of many suggestions on safety—and for improvements in plant operation.

Then there are the trash receptacles, located strategically throughout the many departments to aid everyone in promoting the company's good-housekeeping campaign. Jim Wirsta, an employee with 26½ years service, made an intriguing suggestion five years ago. His plan came to light, incidentally, through the "idea bank".

Mr. Wirsta proposed that all trash containers in the plant be equipped on all four sides with channels so arranged that safety slogans lettered on metal plates could be slipped in and removed at will. A variety of catchy slogans was prepared, and a supply of plates containing them was set up. The switching of these slogans at periodic intervals is now a regular feature of the plant's safety pro-

gram. Since the containers are white and the slogans bright red, the impact is unavoidable.

Every department also comes equipped with a novel clock-and-calendar board. Integrated with each one is a space for another safety slogan. An employee checking the time or the date cannot fail to get the message. These slogans, too, are changed regularly.

Biggest of the plant's safety display devices is the "Continental Charlie" tableau, the product of a joint union-management proposal to call attention to Plant 90's "slogan of the month".

The tableau consists of three life-sized mannequins: "Charlie", who is a big metal can complete with arms, legs, a head and a smile; and a mother and her young son. Presumably the latter have just wished the man of the house a safe day at the plant, and are watching him head out for work. The tableau, of course, emphasizes the fact that safety concerns the whole family. Incorporated in the display is the month's safety slogan, which male employees are asked to repeat at home.

Now, each month the names of all employees' wives are written on separate pieces of paper and deposited in a box. Sometime during the last week of the month, a safety contest is held. The plant personnel supervisor's wife draws a name from the box. The woman is called by telephone; and if she can repeat accurately the safety slogan for the month, she wins a substantial prize—a smart-looking table lamp.

Supposing the contestant doesn't know the slogan? Well, obviously

her man forgot to tell her what it was. Which makes it a rather poor night for him to show up at home.

Representatives of both management and labour consider the contest a popular feature of plant life. It does a real job of selling safety, and has caused considerable merriment around the place—occasionally to some hapless male's embarrassment.

The "Charlie" display is maintained by the employees. Harry Butterwick of the commercial sign division sets up the lettering each month, and the ladies in the plant keep mother and son looking their best by donations of clothing.

### Fire Program

The plant fire brigade provides one of the most interesting examples of effective labour-management co-operation for safety at *Continental Can's* Plant 90.

Headed by Elmore Smith, plant engineer, the 20-man brigade recently proved its capabilities. An unannounced fire drill was held—and the plant was cleared of personnel in just one minute, 35 seconds. The feat is all the more remarkable when we remember that the plant consists of three separate buildings, five stories high, joined by tunnels.

"We hold these rehearsals once a year," revealed Chief Smith. "The members of the brigade are from every department in the plant. Several times a year we get together for addresses and instruction from the district fire chief.

"Every man and woman in our plant has a station to go to when our 'howler' system goes off," he

(see page 4, col. 2)



## LABOUR-MANAGEMENT CO-OPERATION CONSERVES EQUIPMENT

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

## THE NEW EMPLOYEE

Many people remember their first days of employment as a rather painful experience. Either they were the butt of heartless jokes or their admission into the gang was slow and embarrassing. Costly mistakes were often the result — a loss for the company and humiliation for the employee.

The cruder techniques of an earlier day have largely vanished from the industrial and business scene. The new employee is no longer left by himself to sink or swim. Today's methods are designed to pay off — both for the worker and the company. There is a general awareness that the way in which the new man is introduced to his work, and the manner in which he is trained to handle it will determine to a great extent his ultimate value to himself and the company.

The new employee today doesn't stand alone. He is either a member or a prospective member of the trade union which represents the plant employees. As such he is looked upon as a "brother" rather than as an outsider.

Management, too, has gone a long way to assist the new employee to accommodate himself quickly to his new surroundings and duties. The sooner a man can become an efficient, productive member of the team, the better for everyone.

Information on the company and its operations are frequently provided in booklet form or through a personal interview. By these means the new man is told of the union's agreement, requirements for union membership, pension scheme, sickness and life insurance, and holidays. And he is encouraged to ask questions of the personnel staff, his supervisor or foreman, and his fellow-workers.

What about the new man at your plant? Is he being helped to fit in smoothly? Has someone been delegated to "show him the ropes"? Does he feel free to ask questions? Does he know his way around?

These topics would seem to be the legitimate concern of Labour-Management Committees. Your LMC, operating in conjunction with the union and the personnel manager, is aptly suited to assist the new employee in adapting himself quickly and effectively to his new job.

## Continental Can

(continued from page 3)

continued. "Each department has its fire representative — usually a union steward — and he is responsible for leading the people in his charge to the designated escape area."

Mr. Smith had something further to tell us about: a useful innovation in the annual task of refilling the plant fire extinguishers.

"On recharging day, we don't just dump the old material out and then refill," he explained. "We build a fire down in our coal bunker, out of harm's way. With old rags and other debris you can get a good blaze going. Then we let the boys in our brigade take turns using the extinguishers on the fire. It's the best way for them to get practice in using the equipment."

The same advantages are taken when insurance company representatives make their annual visit to inspect the plant fire hoses: Brigade members learn how to handle a hose when it's gushing water.

\* \* \*

Joint consultation, and the co-operation of labour and management representatives at *Continental Can's* Plant 90 have done much to overcome the problems facing this particular industry. But labour-management relations there are more than just a collection of techniques that make it possible for people to live and work with each other.

Personnel supervisor Harry Graham stated it for us: "What the *Continental Can Company* and its employees are demonstrating is that no industrial problem goes for long unsolved when management and labour seek solutions together. At Plant 90, we believe that the key to harmony and progress is teamwork."

## Erratum

In the English edition of the February "Teamwork in Industry" we printed an article on two achievements of the Labour-Management Committee at *Carling Breweries (Alberta) Limited*, Red Deer, Alta.

The bargaining agent for the employees was incorrectly named in that article. It should have appeared as the *Brewery Workers Federal Union*, No. 533, CLC, affiliated with the *Federation of Brewery,*

## Acme Farmers' Dairy

(continued from page 1)

### Cleanliness Essential

Essence of the Acme Farmers' program is a "cleanliness campaign" which sees to it that the shops are kept as clean as humanly possible, in view of the work carried out.

"I believe the first step in a safety program over and above anything else is good house-keeping," states Donald McGahey, Acme Farmers' fleet supervisor.

For instance, jacks and axle stands are given a good steam-cleaning whenever they are greasy and dirty. This prevents them from becoming slippery to handle and possibly dangerous to use. The same applies to the shop floor: the floor in the four repair bays is steam-cleaned weekly to prevent it from becoming oil-soaked.

Even the mechanics' tools are checked from time to time. If a man's wrenches and tools are allowed to get too dirty, hence slippery to use, he is told to take them to the degreaser and clean them off.

### Fire Protection

Another safety precaution are the six or seven fire-proof trash barrels scattered throughout the shop for refuse. The abundance of trash barrels effectively prevents the floor from becoming littered, and there is less tendency for old cartons and wrappers to be thrown under workbenches.

An interesting safety precaution is the jack inspection. All the hydraulic jacks in the shop are inspected every three months for possible defects. This work is carried out by an outside firm which sends its inspectors into the shop for the check. A jack needing repairs is taken out of service before it becomes a hazard.

Regular monthly safety meetings are held in which the shop elects its representatives. The meetings are part of the company's overall safety program representing all departments.

Malt, Soft Drink and Allied Trades of Western Canada. We regret any misunderstanding which may have arisen from this error.

## TEAMWORK in INDUSTRY

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Hon. MICHAEL STARR  
Minister

45

A. H. BROWN  
Deputy Minister

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# IWORK in INDUSTRY

XVI — No. 4

OTTAWA, CANADA

APRIL, 1959

## Howard Smith To Make Awards To 500 Workers

**E**nrollment, Ont. — Recognition soon be forthcoming for the outstanding safety records achieved by various departments of the Howard Smith Paper Mills. This award was contained in a recent issue of *The Papermill Log*, a paper published by the company for the employees of its Cornwall division.

Individual awards will go to 500 employees, whose departments have worked up to three without a lost-time injury.

The awards follow the compilation in 1958 of the best safety record in the history of the mill. During that 12-month period, there were only 11 lost-time accidents. One of the departments in line for the awards is the paper mill, where employees worked through 1958 without a single serious accident. Last year was the first in memory when the paper mill was able to go through a full year safely.

Other departments will be receiving awards for completing three years. These include the pulp plant, one department in the finishing room, one in the soda ash plant and two in the mechanical department.

Safety supervisor, Ralph Hart, addressing a recent meeting of the St. John Ambulance Association, remarked that pulp and paper mills throughout Ontario are strong advocates of first aid training.

Our own safety committee at Howard Smith," he said, "firmly believes that first aid training is an important part of our accident prevention program.

Statistics show that trained first aiders have fewer accidents. Training makes them more fully conscious — more aware of the fact that the injuries they treat can happen to themselves."

Some 160 employees at the Howard Smith Paper Mills have completed the Lateiner Course in accident control. Another group of

(see column 4)



**SPECIALISTS IN TEAMWORK.** Members of the Labour-Management Committee of the Nova Scotia Light and Power Company's Transit Department take time out for a picture.

When the photographer dropped in they were discussing the business of setting up regular fire drills and fire inspection on a monthly basis.

Seated, left to right: L. A. Burbridge, labour chairman; A. R. Harrington, general manager; L. C. Young, superintendent of transit and management chairman.

Standing: J. F. Kone, O. F. Publicover, W. W. Watson, G. F. Nazer, H. L. Drake, Mrs. E. M. Conway, G. E. Malloy, L. S. Dauphinee.

## TROLLEY COACH OPERATORS CITED FOR SAFE DRIVING

**H**alifax, N.S. — Eighty-one trolley coach operators employed by the Transit Department of the *Nova Scotia Light and Power Company* were recently honoured for their safe driving records at a banquet in the Nova Scotian Hotel.

The occasion was the presentation of National Safety Council "Safe Driver" Awards to 15 fourth year winners, 12 third year, 18 second year, and 36 first year.

Certificates and gold lapel buttons were presented to the 81 operators on behalf of the National Safety Council by Col. J. C. MacKeen, president of *Nova Scotia Light and Power*.

The company also demonstrated its enthusiastic support of the safety promotion campaign by giving a cheque for \$25 to each of the second, third, and fourth year winners, and a cheque for \$10 to each of the first year winners.

Principal speaker following the banquet was the Hon. G. I. Smith, Minister of Highways for Nova Scotia. During his address, Mr. Smith praised the trolley coach operators for amply demonstrating the benefits of safe driving on the streets of Halifax.

"You are establishing an enviable reputation throughout the

province," he said, "and you are setting standards which might well be emulated by others."

The Labour-Management Committee of the company's Transit Department has contributed a great deal of assistance to the promotion of safety in all of the department's operations. It was organized in June, 1958, making Transit the first group in the company to set up such a committee.

According to L. Currie Young, superintendent of the department, "The committee has helped us all to work more closely together and in greater harmony. The union is very enthusiastic about our achievements, and I feel that we have done an outstanding job of cooperation in the six months we have worked together on the committee."

Bargaining agent for the employees is the *Amalgamated Association of Street Electric Railway and Motor Coach Operators of America, Division 508*.

(see photo, page 3)

## Good Housekeeping Winners Announced At Aluminum Plant

**S**hawinigan, P.Q. — The annual good housekeeping contest held here at the plant of the *Aluminum Company of Canada, Limited*, was won in 1958 by line 106. All sections of the reduction department showed considerable interest and enthusiasm, and great rivalry among the sections was noted during the ten months that the campaign lasted.

A permanent committee made up of five or six members, and supported by a sub-committee consisting of active representatives in each of the four sections, undertook to maintain interest, prepare the necessary publicity, and establish certain rules and procedures—such as how to count points and organize visits. The pot lines had 24 representatives (eight per line), inspection had one, the maintenance and repair department four, and the paste plant three, all of whom did good work.

Line 106 earned first place with a grand total of 774.0 points out of a possible maximum of 800. The paste plant, and the maintenance and repair department combined, came in a good second with 772.0, followed by lines 104 and 105 with 770.5 and 765.0 respectively.

Bargaining agent for employees at the Shawinigan plant is *Le Syndicat National des Employés de l'Aluminium, CTCC*.

**H**oward Smith (cont'd)  
supervisors, union officers and safety guides is currently attending weekly classes of instruction.

The decision to provide further new courses stems from a request made at a recent Mutual Interest Meeting by both local unions. At that time, Ted Labelle, president of Local 338 of the *International Brotherhood of Pulp and Sulphite Workers (CLC)*, and Larry Snyder, president of Local 212 of the *International Brotherhood of Paper Makers (CLC)*, expressed the view that the Lateiner Course was largely responsible for a reduction in occupational accidents during 1958.

# NO MAN IS AN ISLAND: THOUGHTS ON CO-OPERATION

GEORGE W. ALDRIDGE

Staff Training Officer, Dept. of Public Works

We in Public Works could well consider as one of our goals better service to those we serve. If we think of this as a goal, how can we achieve it?

There are many ways. One of the means at our disposal—and it won't cost us a "red cent"—is better co-operation.

What is co-operation? A simple word on the surface, in the way it is commonly used. I am sure we all have our own conception of what it implies. Have we, though, really tried to understand its significance in our daily life? One of the meanings in my dictionary is: "the act of working jointly together for the same end." To me this meaning has far-reaching consequences insofar as the above mentioned goal is concerned—and other personal goals, too, whatever they may be.

## The Need for a Goal

Unless we have a defined goal towards which to work, we wander around aimlessly, performing daily tasks without purpose. We must be conscious of our goals and sincerely believe in them if we are to give our best and lead a full life. To give one's best, in my mind, implies co-operation of the highest order—willingness to work together for the same end.

Whatever we are doing, a day never passes when we do not come in contact with at least one of our fellow-men. We do not, and cannot, exist in a vacuum. Therefore, if we are continually meeting and working with others—whether they be our superiors, our equals, or those below us in authority; whether they be members of other government departments to which we provide service; or whether they be the general public who enter government buildings on business—we share in the responsibility of performing our purpose willingly and well. This is not always easy to do, since there may be road-blocks which hinder our "co-operativeness."

## Teamwork is the Answer

Those who follow football have seen a team composed of top-notch players, and well co-ordinated by an established coach and successful quarterback, that did not win games, although on paper it was the best team in the league. Why? Because there was no co-operation

or team spirit.

On the other hand, a mediocre team, well co-ordinated by the quarterback and fired with true team spirit, may overcome seemingly insurmountable obstacles to win games. The members of this team share and sincerely believe in the common goal—to win games. Each player places the common goal ahead of his own selfish desires. This broad outlook is vital in our work as well as our play and, in fact, in life itself.

An American industrialist once said that one of the duties of every job in the company was co-operation. I share this view, as many others do. If this is true, then we are paid to co-operate.

## Finding a Target

How can we fulfil this duty as well as we perform the more tangible duties? To begin with, we must establish our goals by knowing what our job means in relation to the whole. We must plan our work properly, and we must co-ordinate our work. We must set our house in order, or "set the stage".

Sometimes it is difficult to establish our goals. If this is so for you, ask yourself: "What am I trying to obtain?" A clean, well-kept office? The writing of clear, sharp, picture-like letters? A smooth-running team which produces a standard of work worthy of the staff and myself? If you can honestly justify the goal, then you can willingly work towards achieving it by putting co-operation into play. Don't forget, though, that you are on a two-way street: co-operation travels both ways.

In a textbook on the principles of management, I read the following statement which I thought very significant: "More men lose their golden opportunity in life because of their unwillingness to co-operate than for any other reason." To assist in keeping the balance of the co-operation factor of success on our side, there are certain principles we can follow. A few of them are given below. Used wisely, they should make our work, our play and our lives fuller and more rewarding.

## Ideal Leadership

Meet the other fellow more than half way. We cannot expect him to

## LATEST FINDINGS:

# NEW EXPLANATIONS FOR INDUSTRIAL ACCIDENTS

Chicago, Ill. — A variety of environmental factors have been tied to the frequency and severity rates of industrial accidents by a recent study of 147 companies made at the Illinois Institute of Technology and reported in "Personnel Psychology."

## Accident Frequency

Seven factors were found to be closely correlated with accident frequency rates.

1. Seasonal layoffs. Plants with heavy seasonal layoffs had higher

give all, while we give nothing in return.

Accept new ideas and discuss them with an open mind. Someone else's idea may be just what is needed for a venture to succeed.

Give proper credit when it is due. A little praise can do wonders.

Be honest with yourself and others. The old proverb "honesty is the best policy" breeds faith, loyalty and understanding.

Be a good listener. It is often harder to listen than talk.

Keep calm. Never be abusive; it is the sign of a bully.

Admit your own mistakes. It takes a big man to confess that he's wrong.

Don't make promises you cannot keep. Broken promises breed contempt.

Be considerate of others. Consideration of others is a virtue not easily attained.

Give constructive criticism in private. Since it may take the form of discipline, it should be aimed at improving a person's behaviour or performance, not at punishing him for deviating from the common goal.

Be fair and just. A man's stature is often judged by the way he applies these qualities. Wisely used, they indicate maturity and integrity.

Almost all of our daily activities involve these principles of co-operation, and the manner in which we apply them will affect, favourably or unfavourably, the production of our work group, and our relationship at home and in society.

To sum up, we develop and earn the co-operation of people around us by following the golden rule: "Do unto others as you would have others do unto you."

(The foregoing article first appeared in the "PW Dispatch", staff publication of the Federal Department of Public Works.)

accident rates. This might be due to the emotional insecurity engendered as well as to the loss of experienced personnel.

2. Attitudes toward efficient workers. Plants with low accident rates report that highly efficient workers are respected.

3. Size of the plant. Larger plants have lower accident rates.

4. Location of plant. Plants located in heavily industrialized areas have higher accident rates than those which are somewhat isolated from other plants. One possible reason: less positive emotional involvement in the job because of the physical ugliness of the environment.

5. Type of materials handled. Plants with a substantial number of workers handling heavy (over 100 pounds) materials have higher accident rates. Fatigue and physical stress are responsible.

6. Living conditions of workers. Where workers are compelled to live in slum areas, plant accident rates are high. Slum conditions usually mean overcrowding, ugliness, dirt, and greater moral and physical hazards for the employee and his family. This results in mental depression and preoccupation with the job.

7. Garnished wages. A percentage of personnel with wages garnished by legal action usually goes along with a high accident rate. This is probably another effect of outside stresses affecting concentration on the job.

## Accident Severity

Four factors were found to be related to the accident severity rates.

1. Absenteeism. High accident frequency plants do not have high absenteeism rates, but high accident severity plants do.

2. Union representation. Fully organized national unions tend to be associated with a lower average in accident severity. This may be due to the higher average age of workers in organized plants, since older workers don't move fast as younger workers after an accident.

3. Tardiness penalties. Penalties which are most severe in penalizing tardiness have a significantly lower accident severity rate.

4. Profit sharing. Profit sharing plans appear to be associated with below average severity rates.

# A BUNCH OF THE BOYS" LOOK AT HOUSEKEEPING

George is our favourite "character" at the plant. He asks 480 questions a day—one a minute for hours. But we like him. You neither bored nor sleepy with George around. He keeps everyone's toes explaining "why".

We had a labour-management committee meeting last week which George was at. One of the subjects ticked around was good-housekeeping. Now I could go fast up over something like that. not George! No sir!

"Lookit!" he exclaimed, reading the notes prepared for the meeting. "It says here there are benefits from a well-planned housekeeping program. How come?"

The chairman, Fred Olynyk, rubbed over his glasses. He had a glint in his eye. "Let's hear from first, George," he said. "How about a good-housekeeping program to promote health and reduce accidents?"

"Well", answered George, thinking about it for a minute, "I suppose a good man on a broom gets rid of dirt. That'd promote health. And if he also gets rid of rags and other junk, that would down on the possibility of fire. Right?"

"Right", replied the chairman. "about efficiency and morale."

The personnel manager chirped here, just a fraction of a second ahead of George. "Keeping a work place clean makes it easier to locate tools and parts. And people enjoy working more in tidy surroundings."

"One hundred percent," agreed the chairman. George went to say something, but sneezed. Before he could recover, Fred looked at Herbie Hanratty who had closed his eyes, though not in thought. "Herbie! How does good-housekeeping prevent accidents and save equipment?" he asked loudly.

Herbie jolted, blushed, pawed his hair, scratched an ear and came back with: "If the walk-ways are clear, no one trips and falls. And if a man's lathe is clean, he can't get stuck in the bearings."

The chairman nodded and Herbie closed his eyes again.

And so the meeting went on. George said that if a guy's work place is clean, he can save time and frustration and find his screw-driver without too much swearing. Same goes for the materials to be worked. They get lost in rubbish, George said, they're likely gone for good. Waiting for them means more time, too, he added.

We don't can foods in our shop, but if we did, said George, good-housekeeping would reduce spoilage.

"Preacher" Biggs took a lick at the next one. He's kind of high-sounding, so it was up his alley. Also, it gave George a chance to get his wind back.

"I certainly agree," Preach said "that good-housekeeping develops orderly work habits. And when a man starts streamlining his efforts in one direction, it rubs off on other things he does."

Somebody stage-whispered "Amen!" and we all laughed. Not that "Preach" isn't right. What he says usually is. It's just that we like to kid the guy.

The chairman was looking at his list again. "How about this," he said. "Good-housekeeping in a plant can create employee pride in the job and the company, and management pride in the employee and his work."

"I'll go along with that," put in Harry Fuller. "My new car looks pretty sharp and I'm proud of it. Intend to keep her that way. I didn't take too much care of the old jalop. She got lookin' so bad I hated to be seen in her. I'd say the same thing applies to the way a guy does his job, and how he feels

about the outfit he works for."

There was a nodding and murmuring of assent.

Bill Zigler took up the point about winning customers. "No argument there," he remarked. If you get a surprise visit from a prospective customer, it's no time to have dirt and disorder around. A sure way to un-sell him, I'd guess.

"But if the place is lookin' her best, and everything's running smooth, he'll say to himself: 'These boys know what they're doing. They're in business to stay.'"

George had been quiet long enough. He'd opened his mouth to answer every question. Without a chairman we'd never have had a minute's peace.

"I'd say that answers any questions on the next point, too," he volunteered, without any sign from the chair. "If good-housekeeping in the plant sells a prospective buyer on our efficiency, then it sure does improve our ability to compete with companies making the same product."

Fred Olynyk opened his mouth to say something, but he never had a chance.

"Good-housekeeping promotes the prosperity of both company and

## Safety Reminder Via Checklists

The Foreman's Safety Committee at one Dow Chemical Company plant, has begun the practice of distributing safety checklists to workers along with their job instructions.

The checklist reminds the worker to check on safety precautions before beginning work in the area to which he is assigned. It makes him aware of potential accident causes in the area—electrical and chemical hazards, proper ventilation and footing—and makes him check to see that scaffolds and ladders are in proper position before using them.

The company feels that chances of an accident are greatly reduced if this list of safety requirements is checked off before an employee undertakes a job.

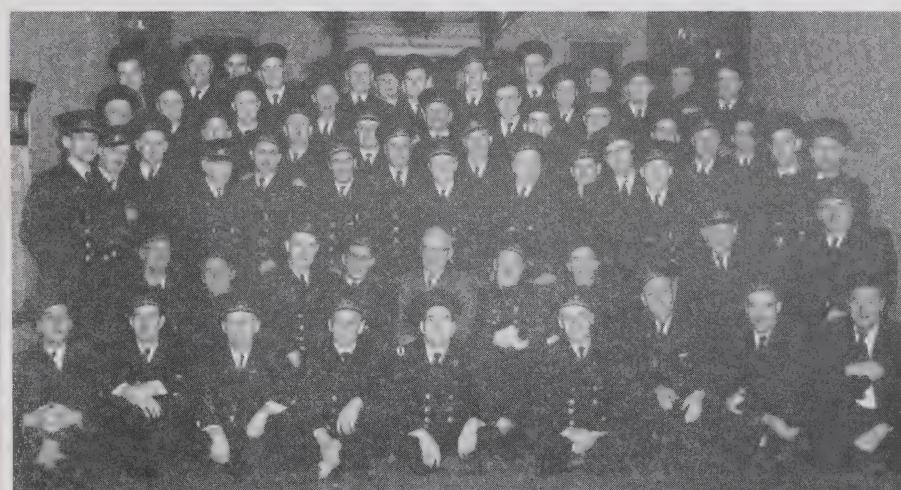
### Industrial Relations News

employees." George was reading aloud from the topic sheet. "I guess we proved that already, eh Fred?"

Fred doesn't like his parliamentary procedure upset by minorities. Without looking at George, he asked: "What say we boil some of these answers down and have them set up for the section heads?"

Everybody dug for a pencil.

## TRANSIT WINNERS OF NSC "SAFE DRIVER" AWARDS



ROAD MASTERS. Here is a representative group of the 81 trolley coach operators of the Nova Scotia Light and Power Company's Transit Department who recently received National Safety Council "Safe Driver" Awards.

First row, left to right: W. A. LeBlanc, M. Handrigan, G. F. Webber, N. F. Bezanson, R. N. Knox, J. E. Kehoe, G. A. Hollett, L. A. Blakeney, L. F. Breakspeare.

Second row: J. F. Kane, I. R. Dauphinee, E. A. Walsh, G. L. Varbeff, O. F. Publicover, F. P. Hoganson, G. M. Geizer, W. M. Boston, H. P. Snider.

Third row: V. P. Reyno, A. J. Allen, W. H. Flick, A. M. Stoddard, L. G. Hicken, N. Mitchell, J. R. Baker, L. M. Reid, P. M. White, H. J. Leonard, N. Keeling, A. S. McKinnon, J. H. Kilcup, J. A. Harris, H. I. Drake, F. C. Crawley, H. S. Lantz.

Fourth row: T. MacDonald, G. J. McNamara, J. K. Ferguson, A. J. Conrod, E. M. Paige, T. F. Hooke, F. L. Carroll, C. A. W. Falkenham, C. Scoville, J. V. Corkum, F. A. Gibb, L. A. Burbridge, S. E. Webber, F. G. Beattie.

Fifth row: G. A. Hayden, H. F. Harvey, S. H. Webb, D. G. Little, J. O. Carson, R. J. Morley, A. R. Findlay, E. A. Savary, H. S. Goulden, G. L. Kennedy, B. O. Conrad, L. E. Stevens, E. Frost.



## UNION-MANAGEMENT CO-OPERATION MEANS BETTER PRODUCTS!

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### A THING CALLED QUALITY

The mass production method of manufacture yields obvious advantages over hand-crafting: more goods for more people at lower prices. The average consumer, however, is wisely not content with a product that is merely available and within reach of his pocketbook. He seeks another factor which he calls "quality".

Quality is the degree of excellence that distinguishes one article from another — and it involves elements like handsome design, convenience, comfort, trouble-free operation, and a long life of service.

Recently we encountered two contrasting points of view on this subject. One was from the poet Longfellow, and went like this:

In the elder days of Art,  
Builders wrought with greatest care  
Each minute and unseen part;  
For the Gods see everywhere.

The other arose when industrialists from the British Isles were making a tour of a modern assembly line in another country in order to acquaint themselves with advanced manufacturing techniques.

One of the visitors selected an article at random and made a few critical remarks about its finished state. The spokesman for the host group countered with the remark: "We operate on the philosophy 'Why paint what you can't see?'"

We contend that the first point of view is a sound one, but that the second is a dangerous attitude for any company to adopt. Mr. Consumer is growing more demanding. He generally makes a sacrifice of some sort in order to pay for the things he buys; so he expects — and deserves — value and a fair return for his money.

It might be worth remembering another saying: "Once bitten, twice shy", for the startling rise in influence of consumer testing organizations and their publications in the last ten years is sufficient evidence that no man likes to be taken for a sucker.

### "He Used To Be" The Man Who Was Always Hurrying

He used to be a real "hurry-wart". First one down the steps. First one out of the plant. First one through the intersection. But there's no rush now. He's got lots of time. *An eternity of time!*

He used to be the great grumbler. Griped about all the "fool drivers" he met. Griped at safety meetings about all the "dull guff" he had to listen to. But there's no grumbling now. He's quiet. *Real quiet!*

He used to be the super-aggressive type. Bulled his way through. Pulled switches and pressed buttons without bothering to look or think. But there's no blind motion now. *No motion at all!*

He used to be full of the nervous fidgets. Jittered all over the road, all through the plant, and all through the day. But there's no jittering now. He's calm. *Real calm . . . and still!*

He used to be the absent-minded kind. Forgot to signal his turn. Forgot to look both ways. Forgot to check the guard on his machine. But there's no forgetting now. *No remembering either!*

He used to be the chip-on-the-shoulder type. Had all the answers. No safety director could tell him what to do. He'd do it *his way*. But there's no back-talk now. *No talk at all!*

He used to be a real dare-devil. Loved to risk his neck. Loved to take the dangerous short-cut. Got a real kick out of taking chances. But there's no chance-taking now. No taking anything — *not even a breath!*

"He used to be . . ." A sad story

that will be written again, and again and again. As long as we eliminate our serious faults, there is an excellent chance that they will eliminate us.

What about the individual worker in a plant? Is his attitude important? Since he is also a consumer, we feel that he is the pivot of this whole problem. We realize that the obstacles facing him are ones, because monotonous, repetitive operations and an extreme division of labour have a tendency to jeopardize quality.

Under such conditions, it takes a man of real integrity to do his skill and pride to the job he is doing. But when a man *can* do these things, he is responding to his best instincts — for each one has an honest inner urge to do a good job.

Where the product is a good one, the company has a name to be proud of, and the respect of its customers. If quality is lacking, the company may eventually be driven from business by more deserving competitors.

All of which makes us want to modify one of the quotations cited:

"If it needs it — paint what you can't see."

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa 4

Hon. MICHAEL STARR  
Minister

A. H. B.  
Deputy Minister

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All material in Teamwork may be reprinted with or without acknowledgement

### Handling Injuries Can Be Avoided If Rules Observed

Toronto, Ont. — According to Dr. B. H. G. Curry, of the Ontario Workmen's Compensation Board, there are about 2,500 hernia cases reported to the Board each year. In 1955, back cases involving a day off of more than four calendar days numbered 10,294, with a compensation or pension cost — exclusive of medical aid — of \$3,083,240. Almost three-quarters of the all cases occurred in manufacturing.

To avoid this type of injury, Curry suggests:

1. Decide the best method of handling the object considering shape, weight and size.

2. Get a good hold to prevent slipping.

3. Don't obscure the vision. Don't walk into other people or fall over objects.

4. Don't lift too heavy an object. Because of the wide variation in size, strength and skill of individuals, no definite weight figure of value as a general guide.

5. Keep the back straight. . . to the line of gravity.

6. Use the legs. Put the strength of lifting on the strong leg muscles not on the back muscles.

"Liberty is the right to discipline one self in order not to be disciplined by others."

Clement

Doe Canada Labour Dept. of Labour, Montreal

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# WORK in INDUSTRY

XVI—No. 5

OTTAWA, CANADA

MAY, 1959

LIBRARY

## COMPANY, UNION OFFICERS APPLAUD LABOUR-MANAGEMENT CO-OPERATION

### Union President, Dry Dock Manager Recommend Greater Industry Support for Joint Consultation in Canada

North Vancouver, B.C.—"Many times have been tried out in recent industries, but it is probable that the best way of opening the lines of communication between employer and employee is through the Labour-management Co-operation movement."

Labour-management committees thus an excellent means of creating goodwill, trust and faith among each other."

This ringing affirmation of joint consultation as it is being practised today by leading Canadian business and labour organizations, was contained in an address delivered recently by J. D. Kinvig, yard manager of the *Burrard Dry Dock Company*. Mr. Kinvig was speaking on the joint occasion of a company-sponsored banquet and annual general meeting of the company's Labour-Management Protection Committee.

#### All-Important "Bridge"

One of the main functions of committee," continued Mr. Kinvig, "is the erection and maintenance of a 'bridge' between management and labour."

For the benefit of new members, he emphasized the importance of individual's role in extending influence of this "bridge".

If we are to enjoy the maximum effectiveness and satisfaction in labour-management co-operation," he said, "then it is essential that each one of you inform every member in your department of the discussions and achievements of our committee."

#### Speak Up, Man!

Early in his remarks, Yard Manager Kinvig reminded his listeners that since the annual general meeting was in fact a committee

meeting, new members should feel free to take the floor at any time, to be absolutely frank, and to criticize at will.

"Management prefers constructive criticism," he added, "but members are welcome to discuss any subject connected with the Yard."

Acting on Mr. Kinvig's invitation, the committee encouraged a general discussion at the end of the meeting. Members debated how they could exert a larger influence in the Yard, and what steps could be taken to increase the interest of all employees in the company's labour-management problems.

Members of both the 1959 and retiring 1958 committees were asked once again to keep their fellow-workers fully informed of LMPC activities, in order for the movement to become more alive

and responsive — and consequently of more benefit — to the firm's 1,200 employees.

#### Demise and Revival

Reflecting on the history of labour-management co-operation in the *Burrard Dry Dock Company*, Mr. Kinvig revealed in a later statement for publication in "*Teamwork in Industry*" that the LMPC was first organized in the early part of World War II.

A large ship-building program necessitated great expansion of the company's facilities. Close co-operation was essential to the success of this venture, Mr. Kinvig recalls, and the committee contributed a good deal of assistance during that period.

In the subsequent transition from war to peace time conditions, the ship-building industry found itself in a depressed state of activity, and *Burrard's Labour-Management Committee* temporarily ceased to exist.

However, in August 1953, the group was re-activated, and it has functioned continually since then.

For an organization as complex as a ship-yard, where 10 different unions are represented, communication between management and its employees is a genuine necessity. As indicated by Mr. Kinvig, the labour-management committee is providing this service admirably.

#### Progress: Grade "A"

"We have been fortunate in having a good, live committee in operation each year," stated the yard manager. "The members bring their various problems to the monthly meetings for frank and full discussion. The 'bridge' they provide ensures us a free movement of two-way traffic for our mutual interests."

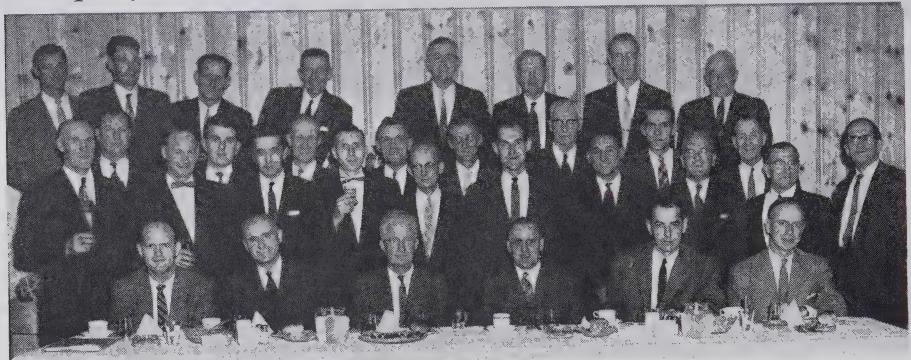
"Without this committee," concluded Mr. Kinvig, "many small grievances could be magnified a hundredfold, eating like a canker into any goodwill and fellowship that had previously existed."

"Now all these problems are frankly ventilated at the meetings and are dealt with usually on the spot. Thus we eliminate the cause of a lot of needless unrest."

(Continued on page 2)



# Company Manager, Union President Praise Labour-Management Teamwork



BURRARD DRY DOCK Labour-Management Production Committee members enjoy annual banquet and general meeting.

Back row, left to right: John Andrews, Labour Dept.; Robert Mason, shipwrights; Oscar Sorensen, shipwrights, 1958; Thomas Walker, pipe shop foreman; Norman Garriock, joiner foreman; J. E. Carroll, steel superintendent; Merle Cole, electrical foreman; J. W. Thompson, personnel manager.

Middle row: Jack Hughes, pipe shop; Thomas Rennie, painters; George Mitchell, sheet metal; John Cowie, electrical; Roy Gregory, riggers; Curtis Ponsford, riggers, 1958; A. Burman, electrical, 1958; Frank White, engine fitters; Eddie Dennis, 2nd shift; Gil Cavill, blacksmiths; Wallace Stewart, office and stores; James Anderson, joiners; Jack Galpin, pipe foreman; Hugh Campbell, machine shop, 1958; John Logie, chief engineer; Hubert Mulligan, painters, 1958; U. Martinez, plater foreman; George Waugh, machine shop.

Front row: Douglas Holtom, recording secretary; William Pearson, secretary, 1958; Reginald E. Jackson, Federal Dept. of Labour; Douglas Kinzig, yard manager; David Wallace, general manager; James Mead, sheet metal, 1958.

## Burrard Dry Dock

(Continued from page 1)

### Union President Speaks

James E. Mead, president of Local 280, International Association of Sheet Metal Workers, and retiring vice-chairman of the 1958 Labour-Management Committee at Burrard, added some equally pertinent remarks in his assessment of the value to industry of labour-management co-operation.

"I know of no other period in history when it has been more essential than now for both labor and management in various industrial, commercial and business enterprises to sit down together and honestly discuss their mutual problems and to endeavour to better conditions and stabilize the work picture," asserted Mr. Mead.

"There are many on both sides who belittle any effort to achieve unity between the two groups. But to me, there is no law, no government and no devised plan which can force unity. Only sincere respect and goodwill on both sides will ever build that alliance of efficiency and high morale which is indispensable if we are to develop a better industry."

"Lord Acton, in his book *History of Freedom* observes that 'Everything secret degenerates, even the administration of justice. Nothing is safe that does not show it can bear discussion and publicity.'

"This comment has certainly proved correct in our committee," continued Mr. Mead. "Conditions

have improved by discussion. Also, we found that it was an excellent policy to publicize our minutes in the company magazine and on our notice boards.

"Management contributed further in this direction by having a representative at each meeting give us a clear picture of all future work and the prospects for contracts. When honest information is made available in this way, plant rumours become almost extinct."

In his four years as member and then vice-chairman of the Labour-Management Committee at Burrard, Mr. Mead took part in many an interesting debate on many an interesting topic — "some of them more heated, let us admit, than others," he recalls with a smile.

### What Do They Talk About?

Believing that other Canadian businesses, industries and unions might like to know what sort of subjects come up for discussion in labour-management meetings, Mr. Mead provided "*Teamwork in Industry*" with a random sample from his own experience.

"First of all," he cautioned, "let me, as a union member, make myself clear on one important point. At no time should a committee of this kind interfere with or discuss the private business of either the union or the company. That is a different field altogether."

Here, then, is Mr. Mead's list of topics:

1. Is the company putting a fair share of its profits back into the business?

2. Couldn't some of our overhead be cut in order to better our chances of competing for work, either industrially or on ship repairs and the construction of naval, merchant and other vessels?

3. The need for modern washrooms, properly heated and ventilated, and equipped with washbasins and hot and cold water.

4. Discussion of the pension plan with reference to the percentage of interest paid on deposits to at least equalize bank interest.

5. The suggestion plan — its operation and rules.

6. Painting the shops to give the men cleaner and brighter surroundings.

7. Are so many types of supervision necessary?

8. What are the possibilities of diversifying the industry in order to obtain more work in new fields and thus keep all our men employed?

9. Heating and ventilating conditions on all repair and construction work.

10. What are the necessary qualifications for supervision of all types?

"On many of these problems," Mr. Mead pointed out, "we have made good progress; on some only partial progress; and on others we have not advanced at all. However, the committee has proved itself capable of doing a good job, and I hope that it will continue to do so."

### "Off-Hours" and Ideas

Turning next to the field of recreation, Mr. Mead recalled that

"a number of social activities originated in our Labour-Management Committee. One of the annual picnic which, in my opinion, is the best of all events on the social side because it enables entire families to get acquainted and enjoy themselves together."

On the subject of ideas, union president suggested that new committee was seeking them, it shouldn't overlook opportunity to build morale. "first proof of a good industry or business," he stressed the high morale of its employees. Every effort should be made by both labour and management to improve it."

### Parting Advice to Members

The ex-vice-chairman of Burrard's Labour-Management Committee also had a few words to pass on to those selected by popular ballot to represent their workers:

"Don't take the job unless you intend to study some of the problems and have the courage to speak on them."

"Always look at both sides of any subject before forming an opinion. You will then be in a position to give constructive criticism and sound suggestions."

"Don't ever feel at a disadvantage because the other fellow has a better education or more experience. Say your piece and don't you honestly think is right. You never get personal in any of your remarks."

For management members had two thoughts to leave behind: "Be absolutely positive that a member of your committee is not discriminated against because of difference of opinion. Also, be sure that all levels of supervision are represented on the committee. This is necessary so that no group will feel left outside as suggestion and criticism concerned."

Said Mr. Mead, in concluding his remarks: "Another man has been elected to take my place. This is good, because new blood is needed from time to time in undertakings."

"Rest assured that I highly recommend labour-management committees to any company and any union. I know of no better way in industry whereby effort by everyone can be to benefit to everyone."

## **Mayor and Union Officer Endorse Joint Consultation**

Stratford, Ont. — Robert Mountain, Mayor of Canada's "cultural city", has endorsed the movements of the energetic Labour-Management Committee which represents City Council and employees of the Board of Works.

The performance of the committee ever since its establishment in 1948 received special emphasis in the Mayor's remarks.

"Through the years," he said, "the committee has developed and noted a pattern of harmonious solving joint labour-management problems."

We believe that our work has been greatly assisted by the committee, and that the team spirit encouraged by it has benefited both labour and management," concluded Mr. Mountain.

Concluded Mr. Mountain: "We are proud of our record of 11 years of unqualified success, and look forward to a continuation of the co-operative effort which characterized relations between employees and ourselves."

Mayor Mountain's enthusiasm reflected the way these various groups have worked together in discharging their civic responsibilities. Echoed by Emil Deleplanque, secretary-treasurer of Local 197 of the Stratford Civic Employees Association, secretary of the Labour-Management Committee, and a Board of Works employee.

"Before we created this organization," Mr. Deleplanque explained, "working conditions were unsatisfactory. But I can honestly say that every year since our Labour-Management Committee was formed we have achieved better understanding and a perfect relationship among City Council, heads of departments and employees."

In every department, working conditions have improved 100 per cent. Today the members of the Civic Employees Union are proud to be working for the city of Stratford."

Mr. Deleplanque had a further tribute to pay. "For the great success we have enjoyed, we are truly sincerely grateful to Mr. Robert Elson, industrial relations representative of the Federal Department of Labour," he said.

The committee was established with his assistance and advice, and Elson has continued to give his whole-hearted co-operation and support."



STRATFORD Labour-Management Committee members represent City Council, Board of Works and the Civic Employees Union.

Standing, left to right: G. Hempel; R. Burnett, union president; R. Mountain, Mayor of Stratford; R. K. Brown, city engineer. Seated: W. Kemp, chairman, Board of Works; S. Buck; E. Deleplanque, union sect.-treasurer and committee secretary. (Absent: R. M. Brown, superintendent, Board of Works).

## **Theme Chosen for B.C. Safety Week**

Vancouver, B.C.—"The family's stake in accident prevention" will be the theme of this year's B.C. Forest Industries' Safety Week.

In an advance news bulletin announcing its plans for the 1959 campaign, the Joint Forest Products Safety Committee also revealed that Safety Week would run from May 4 to May 9. The Government of British Columbia has issued a proclamation officially declaring the campaign dates.

The Lady Mayor of New Westminster, Mrs. Elizabeth C. Wood, along with Mayor A. T. Alsbury of Vancouver, will arrive by helicopter at the Rehabilitation Centre on the morning of May 4 to jointly open the Safety Week campaign.

A breakfast will be held prior to the opening ceremony and will be attended by management, labour and government officials.

Following this there will be a ceremony during which the safety flag will be raised and the two mayors will jointly announce the opening of Safety Week. Hundreds of "No Accident" flags will be raised simultaneously in logging camps and sawmills throughout the province. If there is an accident at an operation, that specific safety flag will be lowered.

By the end of 1958, the accident frequency rate in the province's forest industries had dropped 58 per cent in 10 years to the lowest point in history.



ACCIDENT FIGHTERS. Nine-member team of the Joint Forest Products Safety Committee discusses merits of a poster for the 1959 Safety Week, May 4th to 9th.

Left to right, standing: J. Murray Clarke, Workmen's Compensation Board; George Norris, B.C. Lumber Manufacturers' Association; Jim Roughton, B.C. Loggers' Association; R. J. Douglas Wattis, Workmen's Compensation Board Safety Inspector; Reginald E. Jackson, Federal Labour-Management Co-operation Service; C. R. Farnsworth, Workmen's Compensation Board. Sitting: Miss Jacqueline Vevers, Workmen's Compensation Board; committee chairman F. Robert Whiskin, Truck Loggers' Association Safety Director; committee vice-chairman John T. Atkinson, International Woodworkers of America Safety Director.

## **Safety and Reduced Costs Promoted By L-M Co-operation**

Hamilton, Ont. — Biggest responsibility of the Employee-Management Committee at *Hamilton Dairyland Limited* is accident prevention.

According to H. C. Christenson, company manager, the firm's safety record has improved considerably since the committee was organized in May, 1957. Membership of the group comprises five representatives from management: J. Newman, P. Weiler, Mr. Christenson, B. Jeffery and A. Meinke; and five from labour: B. Boyd, S. Collins, H. Purse, J. Stevenson and R. Beadle. Meetings are held regularly once a month, and the chairmanship alternates annually between a management and a labour member.

Although the principle objective of this committee is safety and accident prevention in the plant and among the company's route drivers, both Mr. Christenson and sales manager Jack Newman report that the members have also submitted a number of worthwhile suggestions for the care of equipment and improvement of service to customers.

One of the safety measures discussed and recommended by the committee—and now being tested by management—is the application of rubber covers to the foot pedals in all company trucks. When tests and installation are complete, the covers will be a real boon to drivers, especially for panic stops in the emergencies that inevitably arise under slippery road conditions.

Another safety step urged by the committee and approved by management was that the doors of the firm's refrigerated trucks be equipped with inside handles to eliminate any chance that a driver might accidentally be trapped.

"We also have a special accident subcommittee," Mr. Christenson revealed. "It is composed of members from our employee-management organization. Its job is to investigate accidents involving our trucks, and to make recommendations to prevent their recurrence. An employee who has an accident is required to appear before this committee for questioning."

Through arrangements made by the committee, all of *Dairyland's* drivers have taken and passed the safe driving course provided by the Voluntary Traffic Training

(Continued on page 4)



## UNION-MANAGEMENT CO-OPERATION PRODUCES IDEAS

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

## MEN AND IDEAS

Psychologists, and others interested in the workings of that complex bit of mechanism we call "mind", have been telling us for some time now that the great majority of human beings never fully utilize more than a tiny fraction of the billions of cells composing the brain.

Apparently we go through life without ever really knowing what we might have achieved with that globe of extraordinary equipment perched on our shoulders.

Judged by what he is potentially capable of, if ever he discovers how to unlock his own hidden resources, it now turns out that the average man is not really so "average" after all. According to a current scientific news article, the great majority of the world's most brilliant discoveries, inventions and ideas have come to us not, as we have always supposed, from that select class we call "genius", but from ordinary people — the "average" types which most of us are.

There is a "catch", of course. The great discoverer, though he need not possess an enormous intellect, must have two qualities: curiosity about the world around him, and the energy or stimulus to track down answers to the questions which his curiosity leads him to ask.

Nevertheless, we are forced to conclude that a sizeable amount of untapped talent must be floating around in our midst. The problem is — how do we get at it?

If you would help another man unlock his mind for the benefit of himself and others, you must first persuade him to talk. If you are genuinely friendly toward him, and demonstrate a little interest in what he has to say, he will talk. The next step is group discussion in a relaxed, informal atmosphere — the best known means both for provoking ideas and determining their real value.

## Hamilton Dairyland Benefits From Labour-Management Co-operation

(Continued from page 3)

Clinic at the Hamilton Police Traffic Academy. The course is operated chiefly for commercial drivers, but it is also available to service clubs and other organizations interested in the promotion of public safety.

Since the Clinic opened in May, 1957, over 1000 Hamilton drivers have successfully completed the driver-education course. *Dairyland*'s drivers finished their training in September, 1958.

The Company and its accident committee are also members of the Transportation Association of Ontario. Although they have been enrolled with the TAO for only a year, already 34 of their drivers are entitled to wear the Association's one-year safe driving button.

Bargaining agent for the employees at *Hamilton Dairy Limited* is the Retail, Wholesale and Department Store Union CLC. According to Harry Purse, who is a steward of the union and one of the company's drivers, "the Employee-Management Committee has accomplished a great deal, in a short space of time, toward furthering relations between management and union."

"Safety occupies an important place in the minds of both employees and employers," reiterates Mr. Purse. "But in addition, co-operation is enabling us gradually to pull down the costs involved in the operation and maintenance of our trucks and equipment."



**CHECKOUT.** Careful, courteous driving receives a lot of emphasis at *Hamilton Dairyland* Limited. Pictured here, left to right, are Harry Purse, company and union steward; Bob Boyd, route foreman and chairman of the Employee-Management Committee; Sgt. Allan Gleave, Hamilton Police Traffic Academy; and Jack Newman, *Dairyland* sales manager.

The other day we were talking about this same subject with an engineer who works for a rapidly expanding Canadian manufacturing company.

"The old notion of one man running the show and having all the brainwaves is dead and gone," stated our informant. "He was too slow to keep pace. One man could take 10 years to develop an idea in usefulness we've put it to in a matter of months just by batting it around at our labour-management meetings."

"I never had to be sold on the idea of teamwork in industry," concluded the engineer. "I learned it playing college football."

Rambling as they are, we felt compelled to record these bits of pieces of observation. To our way of thinking, they carry a message of obvious significance for the whole of industry and business. Since we honestly feel this way, we didn't want to be accused of "holding a good thing."

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa, Ontario.

Hon. MICHAEL STARR  
Minister

A. H. I.  
Deputy

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# WORK in INDUSTRY

OTTAWA, CANADA

JUNE, 1959

## Firm's Prosperity Promoted by Joint Consultation

### Employees Support Extensive Benefits of Group Planning

Ville LaSalle, P.Q. — In this young industrial community on south shore of the Island of real is located the 62-year-old engineering firm of Peacock Brothers Limited.

First opened for business in 1917 by its founder, Francis T. Peacock, the company is engaged in a widely diversified manufacturing and sales operations covering every major Canadian industry including oil, mining, pulp and paper, oil, petro-chemical, chemical, waste and sewage. *Peacock Brothers* is also one of Canada's principal manufacturers of auxiliary marine equipment such as valves, pumps, lines and evaporators.

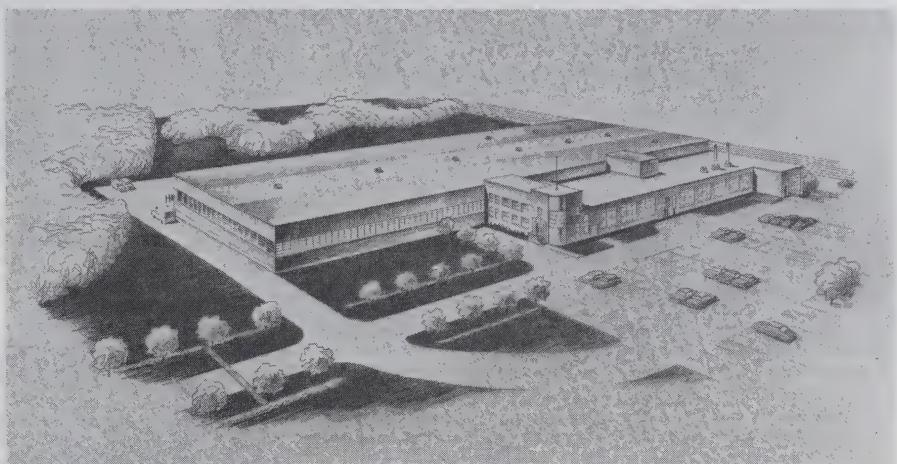
The continual expansion which characterized the growth of *Peacock Brothers* is well illustrated by the company's new valve manufacturing plant which is scheduled to go into operation this summer. Located within half a mile of the old quarters, the new plant has been designed exclusively for large-scale production of automated plug valves. Valued at approximately one million dollars, this new plant will house a high percentage of the firm's labour force.

#### The Forward Look

What is the explanation for this steady upward progress at *Peacock Brothers*? How does a company develop from a modest start in a small shop and with a mere handful of employees to a multi-plant corporation worth several million dollars, a staff of 600, and sales offices in eight of the principal cities across the country?

General Works Manager, I. G. Wilkie, summed it up in this way: "The over-all philosophy of labour-management co-operation has been the guiding influence behind our own endeavours as director of our company's manufacturing divisions."

Jack Larocque, the firm's industrial engineer, warmly seconded Wilkie's remarks and provided some pertinent illustrations for



Artist's drawing of PEACOCK BROTHERS' new quarters in Ville LaSalle, P.Q. The company and its employees are scheduled to move in during the last two weeks of July. Built at a cost of \$750,000 the new plant will be used chiefly for valve production. The firm's other operations will continue at the original site.

visitors from the Federal Department of Labour.

"I would judge that a progressive outlook is the key to our success," he said. "It is our dominating theme. It has led us to develop a high standard of engineering reliability and know-how, and to generate the sort of relations between employees and management that 'pay off' in human dividends of mutual respect, goodwill and co-operation.

"High morale in industry and business is fostered best by providing employees with an opportunity to act as partners in the enterprise, and the freedom to express opinions and ideas," continued Mr. Larocque. "I know of no better means to achieve this goal than through the operation of labour-management committees."

At *Peacock Brothers*, the extent to which these attitudes prevail is exemplified by the broad use that the company and its employees are making of the principles and practices of joint consultation. There are three committees on which labour and management representatives work together toward the solution of mutual problems: the Safety and Fire Prevention Committee; the Job Method Improve-

ment Committee; and the Joint Production Committee.

Joint production meets monthly under the chairmanship of Mr. L. Brown, chief production engineer. According to Mr. Brown, "this committee comprises an equal number of representatives from both labour and management, the labour representatives being elected by their fellow workers. This is a consultative committee, a two-way channel for the exchange of ideas and information on both labour and management problems.

"Our committee's functions include any activities which will assist improvements in production, the submission of useful suggestions, the conservation of raw materials, the care of tools and equipment and matters of a like nature," explained Mr. Brown. "In these endeavours our members are fully aware of the importance of their co-operative effort."

The operation of a suggestion scheme forms an integral part of the work of the Joint Production Committee. Two examples of suggestions for which awards have been paid are: (1) a new method of drilling valve covers (\$75) and (2) a warning device to signal breakdown on electrical circuits

feeding machine-drive motors (\$60).

"The method of paying awards," revealed Mr. Brown, "is to have the presentation made with the shop supervisor present. It is considered desirable to have the committee representative of the shop concerned present also where this is possible and if shift arrangements can be made. In this way the co-operative aspect of our suggestion scheme can be stressed in the fullest possible way."

#### Substantial Gains

At this point Mr. Larocque was asked, "What do you feel has been the major achievement of labour-management co-operation at *Peacock Brothers*?"

"Perfection of the layout in our new plant," came the reply. "This was the work of the members of our Job Method Improvement Committee. We are proud of it."

"Anything else along that line? Any other big obstacle the committee has had to overcome?" was the next question.

"Yes — a problem of production efficiency. It occurred in our valve manufacturing department and our committee worked on it for 18 months. At the end of that

# EXTENSIVE USE OF JOINT COMMITTEES AT PEACOCK

time — and with no capital expenditure of any kind — we had increased productivity in the department by 20%."

"By what means?"

"Improved employee-management relations and better organization," replied Mr. Larocque — and proceeded to tell the story in detail.

It seems that the manufacture of plug valves is a complicated process. However, the Job Method Improvement Committee took up the challenge and began investigating ways to streamline production.

At one point it was thought that the services of an engineering consultant would have to be sought.

"Actually this type of professional advice was just not obtainable," revealed Mr. Larocque. "And if we had located it, it would have cost us a fortune."

Analysis of the various problems by members of the committee eventually led to a program of experimentation. The clarification which resulted enabled the group to define a specific objective — the interchangeability of parts. Today, work in this direction is well under way, and the end of the project is clearly in sight."

"Minor changes in the type of tooling we were using proved to be the key to the program," Mr. Larocque stated. "We discovered that all we needed was simply more efficient utilization of existing equipment, and the addition of a few low-cost gauges and fixtures.

"But the ultimate reason for the success of this project and the solution of our problems was the increased use of labour-management co-operation. We give this factor the credit."

What are the benefits of stepped-up production efficiency at Peacock Brothers?

"More time to diversify," was Mr. Larocque's answer. "The more effectively we can handle one job, the more time and energy we have to tackle something new and different."

## The Free-Piston Engine

The subject of diversification in industry led naturally into the question of plans for the future at Peacock Brothers, and here an interesting piece of news came to light.

The company is soon to commence production for Canada of a revolutionary piece of equipment known as the free-piston engine — the most efficient device ever designed for the generation of power

in the 1000 to 60,000-kilowatt range.

Among the engine's most outstanding features are minimum maintenance, low and constant noise level, and minimum vibration. Through the use of balanced pistons, operation is so quiet that a normal conversation can be carried on beside the engine while it is running.

## The Outspoken Word

During a tour of the company's operations, Mr. Larocque suggested that his visitors take the liberty of interviewing a random number of employees to obtain their individual opinions on the success of labour-management co-operation at Peacock Brothers.

First on the list was Mike Chiasson, a former union member of the *International Association of Machinists* and now superintendent of the valve manufacturing department, secretary of the safety committee, and a member of the committee on joint production.

Mr. Chiasson, a man who has had training in job methods and time study, reacted enthusiastically.

"I am absolutely in favour," he said. "The saving in time and money made possible by the co-operative approach to production can't be over-estimated. What we accomplish here in a matter of months with joint consultation might take years by any other means."

On the subject of committee meetings he said: "Ours are completely informal. The human element is extremely important to us, and one-man rule is out. We don't even take any votes. By the time we've talked over every aspect of a particular problem, a unanimous decision has been reached."

Emile Piche, president of local 63 of the International Association of Machinists and an employee of the valve department, reflected on the gains accruing to both labour and management through the use of co-operative committees.

"What we achieve means as much to me as to the company," stated Mr. Piche. "Where we cooperate to improve things, we both prosper and progress. Since the labour-management committee idea was adopted, our progress has been obvious. I'm behind the program 100 per cent."

Jean Juneau, an ex-secretary of the union local and a job method analyst, commented on the freedom-to-speak attitude stimulated by the use of joint consultation at Peacock Brothers.



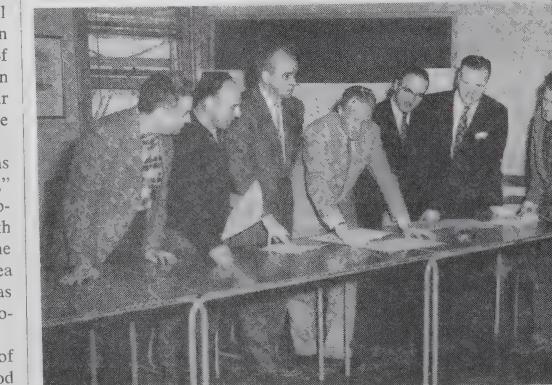
**JOB METHOD IMPROVEMENT.** Seated, left to right: M. Muellers, foreman; J. Mikalauskas, pattern maker; M. Cartier, inspector; J. M. production planner (valve); R. Lavoie, assembly foreman; J. P. Archambeau, foreman.

Standing: E. Smith, fitter; J. Juneau, method analyst; J. Larocque, in safety engineer; M. Chiasson, superintendent, valve production; F. machinist.



**SAFETY AND FIRE PREVENTION.** Seated, left to right: R. McSweeney, keeper; J. Juneau, job analyst; Mrs. M. Pipasts, nurse; Y. Biron, operator; G. Saray, personnel assistant.

Standing: W. Canugo, electrician; C. Ladouceur, maintenance supervisor; F. Wright, machinist; J. Julien, production planner (valve); J. L. industrial safety engineer.



**JOINT PRODUCTION.** Left to right: E. Sevigny, boring mill operator; M. Picard, drill operator; E. Reynold, production engineer; L. Bruneau, production engineer; J. Julien, production planner (valve); G. Inglis, R. MacKay, machinist.

"The major problems in our industry are discussed by the joint labour-management production committee," Mr. Juneau remarked. "Every member feels free to express his opinions, and this has helped all of us. We've come to realize that the decisions we make rest among friends," concluded Mr. Juneau. "We're only interested in the right answers. If a suggestion isn't accepted, the person who proposed it knows why."

#### The Majority Approve

When asked if he could estimate how far joint consultation is with management, one of the employees at Peacock Brothers, Mr. Juneau replied readily: "The majority is in favour of the idea. By improving our methods we improve our working conditions. Cutting down on production time gives us a chance to do something new. By lowering costs and selling more, we get a larger market for our products — and that means more jobs for the people."

The last man to be interviewed during the tour of Peacock Brothers Limited was Frank Wright. Mr. Wright is a machinist and a member of local 63 of the IAM. The extent to which he participates in labour-management cooperation is considerable. He is one of the original members of the joint Production Committee, and serves on both the safety and method improvement committees.

If labour-management collaboration is on mutual topics, he said: "It's like a simple problem that's been dogging you for months. One might never come up with an answer. But get a bunch of it and you can work wonders."

#### Support for Open Lines

Mr. Wright volunteered some interesting observations on rumours and the urgent need for effective lines of communication between management and employees in any business or industrial organization.

"Rumours are bad anywhere," he explained. "If something new is coming up it should be explained fully in a group meeting. It's not enough just to hand a notice around on a piece of paper. One may read the thing and then put it away. So the next man doesn't even see it."

"Maybe it's an idea for a major improvement," continued Mr. Wright, providing a specific example. "It's going to speed up production and create a bigger market. Now, I may know the idea

(see page 4, column 1)



LABOUR-MANAGEMENT Production Committee at the Breadner Company poses before a display of the firm's extensive souvenir line.

Seated, left to right: Gaston Gauthier, plant foreman; Miss A. Navion, enamelling; Mrs. Y. Hamilton, soldering; Mrs. I. Bertrand, stone-setting; Bill Behan, machine shop, union president.

Standing: Ernie Proulx, production manager; Lucien Lamoureux, plating; Rene Gauthier, press room; Yvon Harper, die making; Roger Danis, enamelling; Jack Breadner, company president; D. Lamoureux, polishing; F. Schryburt, plant superintendent.

## SOUVENIR COMPANY PRESIDENT MAINTAINS GROWING INDUSTRIES NEED L-M TEAMWORK

**Hull, P.Q.** — Diversification of products, the flexibility to respond swiftly to the demands of consumers, and close co-operation between management and employees are the three essential elements for success in the operation of an expanding enterprise, according to Jack Breadner, president of the Breadner Company Limited.

The firm was first established in Ottawa 59 years ago, and has continued ever since as a family-operated business. The staff ranges in number from 60 to 80 employees, some of whom have been with the company for as long as 30 years. They are engaged in the manufacture of hundreds of souvenir items such as spoons and bracelets, together with costume jewellery, advertising specialties for use at service club, Union and business conventions, and literally thousands of varieties of club pins, buttons and badges for organizations across Canada and for export.

Currently employees are busily engaged in designing and producing an extensive line of souvenirs for the forthcoming visit of Queen Elizabeth and the opening of the St. Lawrence Seaway.

#### Booster for LMC's

Representatives of the Labour-Management Co-operation Service of the Federal Department of Labour were guests of the company on a recent visit to the plant. During a tour of operations conducted by Mr. Breadner and Ernie Proulx, production manager, great emphasis was placed on the contribution being made by the firm's Labour-Management Production Committee.

"Without the brand of co-operation we've had from our people ever since the committee was installed in 1953, we couldn't stay in business," admitted Mr. Breadner.

"We are what I would describe as a completely integrated firm," he explained. "We do jobs that in similar companies would be farmed out to other specialized firms. Roughly 95% of our maintenance and repair work is also done right here. Consequently we are highly dependent on each other. Without the fullest co-operation from our employees, our job would be hopeless."

In Mr. Breadner's estimation, the team spirit between labour and management is an inescapable necessity if the small business is to

remain progressive and competitive, let alone prosperous.

"Costs are the biggest problem," he stated. "They are a principal topic in our labour-management meetings. Diversification of our products helps to keep us in business, but the expense of shifting from one line to another is high. Speed and a thorough knowledge of one's job are essential. Our employees have collaborated closely with us on that problem. Many new ideas and new products have come from them. We certainly heed their suggestions."

#### Committee Activity

The Breadner Company's labour-management committee numbers 13 members, three from management and 10 from labour, and the main departments are all represented — designing, press and drop hammer, tool room, plating, soldering, enamelling and polishing.

When the design for a new item is complete, it goes to the tool room where the die maker draws a metal pattern from which to make the necessary striking die. Trimming and cutting dies are

(see page 4, column 2)

## SEE YOU IN TWO WEEKS?

Summer's here, and families are busy contemplating and planning what they will do on vacation this year.

Just as busy, in their own grim way, are the statisticians whose job it is to calculate the number of us for whom this year's holiday will be our last. Despite their warnings, the annual Summer carnage on our highways is off to a bloody start, and the experts are predicting we will break all previous records for slaughter and other forms of avoidable violence.

It is important to note that the gentlemen of the ruled-paper set are merely determining how many of us will be dead or blind or crippled when Summer ends. There is no graph or law or Fate that says we *must* die and suffer in this way — nor which of us it will be. Indeed, the same authorities are begging us not to be so hasty in supplying them with the answers.

For the appalling fact is that the great majority of these frightening calamities NEED NOT HAPPEN. The child who drowned could have been more closely watched. The boy who killed himself by diving recklessly into strange waters to prove his courage could have checked first for that barely hidden rock. The family wiped out in a highway crash would still be alive if the man at the wheel had been travelling just 10 miles an hour slower.

Why does it have to happen?

Perhaps we are like children tumbling out of school as the Summer holidays begin — a picture of absolute unrestraint and crazy excitement. Perhaps the sudden release from work and the anticipation of adventure induce a curious surge of wild and dangerous abandon.

That exuberant desire to live-live-live on vacation kills a lot of us every Summer. Let's resolve to control it a bit this year. A little less foot on the gas, a more attentive eye on that 6-year-old in the water, an extra life preserver in the boat, no swimming right after meals, one more day to make that long car trip — and who knows? — we may all be planning another vacation this time next year.

### Peacock Brothers

(cont'd from page 3)

is a good one. Maybe I've had enough experience to realize its merit. But what about the man who didn't get the notice, or didn't see it on the bulletin board, or just heard the rest of the boys discussing it? He goes from one man to the other, asking questions — and he gets a different opinion from every one of them."

Concluded Mr. Wright: "In my opinion this is one of the big problems that labour-management committees are best equipped to handle. Explanation and discussion don't take much time — but they do prevent a lot of uncertainty and confusion. You can only promote team spirit by making every man feel that he's on a team."

Mr. Larocque had noted before the plant tour began, "You will find our people highly articulate." It was an apt remark. His visitors from the Department of Labour left with the impression that the degree to which a company invites its people to speak out, and the manner in which those people respond, is a significant indication of their stature in the field of industrial relations and applied humanism.

It might also be another reason why the firm of Peacock Brothers Limited has prospered.

### Breadner Company

(cont'd. from page 3)

made once the striking die has been hardened.

All major operations are handled by the staff of the press and drop hammer department which is the heart of the business. Here the metals used are fabricated before being shunted to other departments for the variety of processes involved in creating the finished products.

Problems brought up for discussion at labour-management committee meetings range over a broad field—plant efficiency, plant safety, new products, housekeeping, and which departments could do the most with new machinery.

The committee played its biggest role in the Spring of 1957, when the *Breadner Company* moved from its old location in Ottawa to the new plant in Hull.

"We didn't hire any experts to tell us how the job should be done," recalled Production Manager Proulx. "All of the obstacles we encountered were handled by the committee. Many of the suggestions and much of the planning came from our own employees."

#### Safety

Bill Behan, president of Local 4170 of the United Steelworkers



**IT COULD HAPPEN TO YOU!**

### DON'T FORGET SAFETY ON VACATION!

Stereotype mats and gestaprints (for use on duplicating machines) above are available without charge to company and union publications.

of America and a member of the company's LMPC, reported that labour and management alike give plant safety top priority.

"Our committee organized a safety program for personnel in the press room," said Mr. Behan. "Periodically we show them films dealing with plant safety, and our supervisors give talks from time to time on the safe operation of the equipment used in their department."

The Local president also pointed out that whenever an accident occurs in the plant, an investigation is made immediately by the committee, and recommendations are put forward to eliminate a similar mishap in future.

Meetings of the group are con-

ducted in a relaxed, informal manner, and reports of activities are relayed to employees by their representatives.

#### Communications

On the subject of communications between management and plant personnel, "We are always willing to discuss problems at any time," said Mr. Breadner, as the tour came to an end. "I feel it is important for labour and management to be accessible to each other. The more we stress co-operation, the better it is vital to all of us and to business. For these reasons we have come to attach a great deal of importance to the work of our labour-management committee."

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa, Ontario.

Hon. MICHAEL STARR  
Minister

A. H.  
Deputy

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# WORK in INDUSTRY

XVI-No. 7

OTTAWA, CANADA

JULY-AUGUST, 1959

## SONNEL MANAGER TLINES LABATT'S NT SAFETY PLAN

Winnipeg, Man.—The impressive drop in the accident frequency at the Winnipeg division of Labatt's (*Manitoba*) Brewery since 1955 is the result of an aggressive safety program, headed by members of the Labour-Management Safety Committee, according to W. A. Bridger, personnel manager.

In 1955 the plant's accident frequency rate reached a peak of 1.2%. By the end of 1958 it had dropped to 0.936%. Mr. Bridger's account of how this was achieved could prove useful to other industries planning to mount an attack on similar accident problems.

On a sales chart, figures like these would probably cause more ulcers among the marketers," he mused. "But when they represent a decrease in accident frequency in a brewery production department, they bring big happy smiles to everybody's face."

Our own campaign started back in the dark days of that 39.92% accident frequency rate. We got together and did a great deal of thinking about safety. We formed a Safety Committee, held our first meeting on May 31, 1955, planned our program and put it into action. As for its effectiveness, time can speak louder than the words we obtained."

### Preventive Safety

To better demonstrate our nod and some of the incidental features of the program," continued Mr. Bridger, "let's follow two employees newly come to work at Labatt's. We'll call them Jim Brown and Joe Smith."

Having passed the scrutiny of the personnel department, Jim and Joe are instructed to report on the morning of September 15 to the man of the department to which they have been assigned. On September 14 the personnel department informs the Safety Committee that Jim Brown and Joe Smith will be working for work the next day.

When they report to the foreman, he gives them a thorough explanation of the jobs to be performed, and clear, adequate instructions on how to do them properly. The foreman also shows the hazards connected with their jobs and teaches them the safety precautions used to overcome these hazards. Finally, he (see page 2, column 1)

## PLANT SAFETY RECORD TOPS 3,000,000 HOURS

Montreal, P. Q.—Labour-management teamwork at Plant 31A of the American Can Company of Canada has triumphed again. For the third year in a row, the plant's 600 employees have added another 1,000,000 man-hours to an already enviable safety record.

At a recent plant safety rally, held to celebrate crossing the 3,000,000-hour mark without a disabling injury, representatives from the Labour-Management Co-operation Service of the Federal Department of Labour joined company executives, Union officers and safety association representatives to congratulate management and employees on their outstanding achievement.

On hand to deliver his personal praise and present one of the many safety awards won through close co-operation between labour and management was Senator Sarto Fournier, Mayor of Montreal.

### World Record

The personnel of Plant 31A have established a world record among the 65 branches of the American Can Company scattered throughout Canada, the United States and

other countries. (Their closest competitor, a plant located in Los Angeles, California, managed to reach 2,680,000 man-hours before an accident struck.)

By May 21, the Montreal plant had pushed its safety victory to 3,600,000 hours. Asked how he felt about the possibility of this record climbing even higher, Stanley Jacob, supervisor of personnel, said confidently: "We will reach 4,000,000 hours by the end of the year."

### What Does it Mean?

Translated into human terms, wherein its ultimate value lies, the achievement at plant 31A means that not a single member of the staff of 600 men and women has had a serious or disabling injury since August 16, 1956.

This aspect of the record was emphasized by company executives, (see page 4, column 2)

## PARKS DEPARTMENT STAGES JAMBOREE IN STAMPEDE CITY

Calgary, Alta.—Out here where they do things in a big, colourful way — where stampedes, rodeos, bucking broncs and tall hats are evidence that "the West" is still "the West"—the city's Parks Department recently staged a mammoth jamboree. Not a cowboy was thrown, or a horse frightened, or a bull winded on this occasion, however, for the accent was on safety.

Organized by the Parks Department's Labour-Management Production Committee, the jamboree was held to mark the completion of a safety campaign in which the department's roughly 250 employees amassed a total of 302,818 working hours without a lost-time accident. The contest ran from May 1 to Oct. 31, 1958, and was so successful that only one crew in the whole department suffered a lost-time injury during the period.

Top award—a trophy and gold certificate—went to employees of the department's construction division for their total of 106,637 hours without a lost-time injury. Stanley H. Daines, division head, accepted (see page 2, column 3)



THE PLAQUE was awarded by the industrial section, metals division of the Quebec Industrial Accident Prevention Association to Plant 31A of the American Can Company of Canada, the winner in an inter-plant competition for the lowest accident frequency per 100,000 man-hours.

Left to right are J. M. Saurois, Montreal industrial relations representative of the Labour-Management Co-operation Service, Federal Department of Labour; Stanley Jacob, personnel supervisor and chairman of the Safety Committee at Plant 31A; H. Richard, president of Local 353 of the Canadian Workers' Union (CLC); W. T. Hood, plant general foreman; J. Gardner, assistant general manager (New York); F. J. Brennan, sales manager, Eastern Canada.

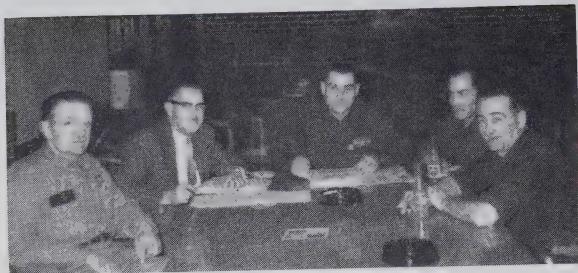
## Three Happy Returns From A Single Idea

Prince Albert, Sask.—Three awards, totalling \$268, have been paid by Burns and Company Limited to employees Alex Primeau and Mike Fornal for a simple idea they devised to eliminate one step in a meat-trimming operation.

It all started because the two men work opposite each other at the same table in the pork cutting department. Mr. Fornal is a buttskinner, and Mr. Primeau happened to notice one day that his associate was in the habit of squaring the butt before he skinned it. This appeared to make extra work because the cut-off end piece also had to be trimmed out.

After discussing the job, the two men decided that if the butt was skinned first and then trimmed and squared, there would be no need to trim it afterwards. In other words the butt should be pre-trimmed before squaring. The idea appeared sound, so Messrs. Fornal and Primeau set it down in writing (see page 2, column 2)

## LABATT'S SAFETY TEAM



SPEARHEAD of the impressive accident prevention program at Labatt's Brewery in Winnipeg is the Labour-Management Safety Committee pictured here. Left to right, P. Kendall (brewing), W. A. Bridger, personnel manager, J. Antonio, chairman, D. Nault, (bottling), C. Huget (maintenance).

(continued from page 1)

ensures that the two new men are equipped with—and know how to use—any necessary safety equipment.

During the day, at the first opportunity, a member of the Safety Committee takes them into a quiet spot in the plant and gives them each a booklet entitled "Safety Regulations and Plant Rules". Then he talks to them of the importance of safety both on and off the job and explains fully the plant safety program.

### Ten "Safety Groups"

On January 1 of the following year, Jim's and Joe's names are added to those of ten or twelve other employees to form a safety group. There are ten of these groups in Labatt's Winnipeg plant, each identified by a number from one to ten. Jim is included in group number four, Joe in group number seven. They both work in the same department, but group placing is done without regard to department.

Each man is told that if he and the members of his group work safely and avoid a lost-time accident for the first three months of the year, they will each be presented with a "Safe Work Certificate". Every member of the group can earn one of these certificates for each successive three-month period. If by the end of the year a man has earned four certificates of safe work, he and all members of his group will be entitled to an award.

A large accident record board visible to all employees is maintained in the plant, and accident-free days are posted daily. Jim and Joe can thus follow the progress of their groups at all times.

Every year on his birthday an employee receives in the mail a birthday card bearing an appropriate safety reminder. Other reminders of good work habits are displayed by signs and slogans posted in all departments.

### Everyone Contributes

Jim and Joe soon learn that management, the Safety Committee

and all Labatt's employees are united in an effort to make the plant a safe place in which to work. They learn that the Safety Committee meets regularly every month, and that any suggestions or recommendations made by them on safety matters will be immediately considered. They become familiar with proceedings at the Safety Committee meetings by reading the minutes that are posted on the safety bulletin board. By these various means they will be ready when their turn comes to serve as members on the committee.

"You can see now what I mean when I say that our programs and our achievements are the result of a joint effort by labour and management," concluded Mr. Bridger. "If any one factor can be singled out for praise, it is the factor of co-operation."

The bargaining agent for employees at Labatt's, the International Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers of America (CLC), fully supports management in the joint drive to promote safety throughout the plant.

### Three Happy Returns

(continued from page 1)

and dropped it into the plant suggestion box.

Local management investigated, decided the idea was worthwhile, put it into operation and paid the co-suggestors an advance token award of \$5 each.

Next, the Regina branch of the company adopted the idea for its own use—and the two employees were paid a further \$52, based on 20% of the resulting yearly savings at Regina.

When the Prince Albert plant had assessed its total annual savings on the idea, Mr. Primeau and Mr. Fornal received a third installment: At a party sponsored by the Employees Club, superintendent Harold Brookwell presented them a cheque for \$206, bringing the ante to \$268.

## JAMBOREE IN CALGARY

(continued from page 1)

the prize from A. Munro, parks superintendent.

Reginald Houghton received the runner-up's award for the recreation and mechanical division which attained 75,853 hours.

On behalf of the winning crews in their respective divisions, foremen Charles Rouleau, O. E. Foster, Albert Ward, William Lindsay and E. A. Ramsay received plaques and gold certificates, and 21 other individuals and groups were presented "no lost-time" certificates.

One of the guest speakers attending the jamboree was Paul Graham, Labour-Management Cooperation Service representative of the Federal Department of Labour. Making the award presentations with Parks Superintendent Munro were the Mayor of Calgary, D. H. Mackay, and Gordon Sands, southern Alberta safety supervisor for the Workmen's Compensation Board.

Following the presentations was a variety show and dance. An orchestra made up of employees supplied the music. A husky supper, some of the "old-timers" — Joe Ferguson, Fred Longacre on the accordion, Martin Nelson on the calls—provided the necessary ingredient some lively square dancing.

The Parks Department's boree was patterned after similar events which have been organized and directed by the four Labour-Management Committees in the city's engineering department for the past three years.

LMPC's are also operating Calgary's transit system and engineering departments, and Employee-Management Committees—the electric light and gas departments—convincing evidence of the emphasis placed on consultation by the city's management and employees.



RUNNER-UP was the recreation and mechanical division—75,853 hours a lost-time accident. Reg. Houghton (right) receives the award from A. parks superintendent.



AWARD WINNERS at Burns and Company's Prince Albert plant the third installment on their valuable suggestion. Left to right, Cecil standards manager, winners Mike Fornal and Alec Primeau of cutting department, and plant superintendent Harold Brookwell.

# ABSENTEEISM COSTS BUSINESS \$10 MILLION DOLLARS A YEAR

Increasing Dullness of Work Judged to be a Main Cause

By GEORGE NOORDHOFF

onto, Ont.—Today, and on working day in Canada, an average of 200,000 employees are from their jobs because of illness, accidental injury or just plain playing hooky—all this cost estimated at anything up to a billion dollars a year.

According to Dr. Donald K. Clegg, past chairman of the industrial section of the Ontario Medical Association and director of the medical department of the Ontario Hydro, "Taking industry as a whole, absenteeism has been increasing."

## Boredom is Unhealthy

The reasons are many and complex. But one of the main causes is increasing dullness of people's work. Machines have supplanted the craftsmen, and the individual has lost much of the satisfaction of making and creating things. Work, too, has become more organized, and split up into separate operations. This makes it difficult for anyone to identify himself with any project. Tom Jones, who might at one time have been responsible for putting a car from scratch, today may be working on an assembly line and doing no more than tightening up a couple of nuts on bits of machinery for which he does not know the final use.

The result has come to be reflected in an increasing proportion functional, rather than organic, complaints," says Dr. Grant. These show up as nervous headaches, nervous stomach, skin rashes, as well as simple nervous and mental problems, which now meet within industrial medical departments everywhere.

## The One-Day Absence

The situation has also brought about an increase in the number of one or two-day absences. Although industry has never been in the trouble to assess the extent of this type of absence, it is officially vexing since it does not appear to be based on bona fide absence.

As the director of one organization's medical department put it, if the worker does indeed feel he has a personal stake in his job, he would not stay away for a day for what must at best be trivial complaint."

Absentee figures at Avro Aircraft were low because the workers considered they had a personal interest in the Arrow.

A report made to the Health and Welfare of Canada by a committee

headed by Dr. Charles W. McLellan, professor of health and social medicine, McGill University, says that the bulk of these one-day absences occurs on the day after pay day and around weekends, particularly Monday.

## Absence by Groups

Furthermore, the frequency of absences varies among different groups. Workers under 20 have the worst record. Those over 50 lose fewer days than any other group. Women are more often absent than men, and single women show better attendance than married women, due no doubt to the latter's home responsibilities. Finally there are the handicapped who have a good attendance record.

It is fairly clear that these absences are not spread over the labour force. Only 25 per cent of the employees are responsible for more than three-quarters of all the time lost.

No organization will publicly admit that it has an absenteeism problem on its hands, for shareholders would at once charge management with inefficiency, and the unions might have something to say about it, too. Management in its turn treads warily.

## Preventive Approach

A great deal of reliance is placed on medical and related facilities. Eatons, for example, has a medical centre staffed by a doctor and seven nurses. Its aim is not only to handle accidents at work, but to wage a preventive battle for the health of the labour force. It handles well over 100 cases a day.

The Ontario Hydro employs a staff psychologist, whose concern is the personal difficulties of the employee. Other firms have an employee counselling service which helps workers iron out difficulties at work, and also financial or housing problems which may interfere with working efficiency. All these in some way help overcome absenteeism.

They cannot, of course, deal with the man or woman who will play hooky regardless. Where labour is on an hourly rate, non-attendance is just as likely to hurt the potential offender; but in other cases different procedures exist which will also discourage a man from being absent.

## Tough Approach

At the Toronto Transportation Commission there is no pay for the first four days of absence, and only those with a doctor's certificate can qualify for sick pay after that. In the words of H. E. King, TTC's personnel director, "A great



**SAFETY WEEK** this year got off to a genuine "flying start". Mayor Elizabeth C. Wood of New Westminster, and Mayor A. T. Alsbury of Vancouver, arrived by helicopter to open the campaign by jointly hoisting the safety flag on the grounds of the Workmen's Compensation Building.

## BUT 3 LOGGERS DIE

# SAFETY WEEK RECORD BEST IN NINE YEARS

Vancouver, B. C.—The lowest accident rate in the nine-year history of the B.C. Forest Industries' Safety Week campaigns was recorded during this year's May 4th to 9th drive, according to Robert F. Whiskin, safety week chairman.

Sponsors of the campaign, the Joint Forest Products Safety Committee, report that only 22 accidents occurred, compared with a weekly average last year of 42. These figures are based on reports from the leading forest industry associations, whose members employ more than 40,000 workmen.

This year's campaign was marred by three fatal accidents to loggers, two of which occurred in small, non-organized operations.

Mr. Whiskin stated, however, that the over-all results were encouraging, and expressed confidence that the decline in accidents would continue for the rest of the year.

Mayor Elizabeth C. Wood of New Westminster, and Mayor A. T. Alsbury of Vancouver jointly

opened the campaign. Among the guest speakers were Chris Pritchard, commissioner of the Workmen's Compensation Board, who praised highly the efforts of the Joint Safety Committee, and Joe Morris, district president of the International Woodworkers of America.

Commenting on the example being set by the forest industry of British Columbia, Mr. Morris said:

"The world-wide survey of accident prevention results in the timber industry, considered in December, 1958 by the International Labour Organization meeting which I attended in Geneva, made it unmistakably clear that the forest industry of this province is well to the fore in accident prevention.

"This is an achievement in which we may justly take pride, not because we engage in competition with others, but because we know that by these efforts we have shielded many of our homes from grim tragedy."

deal of care has been taken to establish sick pay far enough below the minimum regular rate of pay."

Today, more and more firms are getting tough with persistent malingerers. This may include interviews with the supervisor. It may be that the organization would re-

quire the employee to present a doctor's certificate for absence. It may involve warning letters, leading finally to dismissal.

With all this, the over-all absentee figure still varies from 3½ per cent to four per cent of the total man hours in Canadian in-

(see page 4, column 3)



## LABOUR-MANAGEMENT CO-OPERATION CAN CUT ABSENTEEISM

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

## The Challenge of Waste

Industrial waste is a major problem and its recovery is now a specialized business. Many enterprising people have become wealthy by collecting it and making it available as raw material for further production.

Much of this waste cannot be prevented, for equipment wears out or becomes obsolete in a rapidly changing economy. However, a lot can be avoided through closer attention to the care of equipment and to the use of materials.

In our free enterprise system, profit constitutes the reason why individuals or groups of individuals go into business. It is not obtained merely by setting selling prices above the cost of producing and marketing the product. Competition necessitates a competitive price, and a profit can only be made if the cost of production is less than that price.

Waste in its many forms may be the factor which increases the cost of production and wipes out profit. Wasted raw materials, power, effort and time, damaged tools, equipment and products, are not only signs of inefficiency but also indications of financial difficulties to come.

There are, unfortunately, no set rules for the elimination of waste—but we know that if it is to be avoided, we must be waste-conscious. We must know something of the cost of wasteful practices and of damage to equipment and products, for most waste occurs through ignorance of the dollar value.

Labour and management have learned to co-operate through joint consultation on plant problems, through presenting the facts to all concerned and studying them. Labour-Management Committees all over the country have, for instance, made valuable contributions toward accident prevention, quality of product, efficiency and other plant problems.

A joint consultation campaign for the elimination of waste in your plant might bring surprising results.

## 3,000,000 Hours

(continued from page 1)

Union officials, government representatives and delegates from safety organizations who attended the plant rally to deliver messages of congratulation.

Plant Manager W. H. Mansfield, unable to attend the ceremonies because of illness, nevertheless sent a warm letter of tribute which contained special praise for the work of the plant's Labour-Management Safety Committee and the enthusiastic support provided by the employees.

### Speakers and Awards

Among the guest speakers were P. E. Salter, Chief of the Labour-Management Co-operation Service of the Federal Department of Labour, who was representing the Hon. Michael Starr, Minister of Labour; Victor Trudeau, representing Claude Jodoin, president of the Canadian Congress of Labour; and Elgin Sallee, manager of the Safety and Industrial Hygiene Department of the American Can Company.

The awards presented to mark attainment of 3,000,000 man-hours without a lost-time accident were as follows:

**National Safety Council Award.** Presented by W. F. May, executive vice-president of the American Can Company (New York) to Stanley Jacob, supervisor of personnel at plant 31A and chairman of the safety committee, and O. H.

## Absenteeism

(continued from page 3)

dustry. Actually, these figures now be somewhat lower because of unemployment — in fact companies have found that term absenteeism tends to decrease during periods where jobs are available and to increase in times of employment.

(George Noordhof is a Toronto producer and free lance journalist. Formerly with the science program section of the BBC, he is now working with the CBC "Exploration" series. The following article first appeared in the Toronto "Daily Star".)

Richard, president of the Canadian Workers' Union (CLC).

**American Can Company Award.** Presented by R. B. Thompson, vice-president of manufacturing, Canco Division, to G. M. Léveillé, general foreman, and Lionel Cormier, chief statistician, Amalgamated Lithographers of America.

**National Safety Council Pennant.** Presented by C. McVean, vice-president of Canadian Operations, to W. T. Cowan, general foreman, and L. Smythe, employment manager and secretary of the safety committee.

**Metal Trades Section Award.** Industrial Accident Prevention Association of Quebec. Presented by T. Miller, joint manager, to W. Cowan, master mechanic, and D. Smythe, safety captain.



OVER 600 employees and guests attended the 3,000,000-hour American safety rally in Montreal. Among those present were (front row, left to right): Stanley Jacob, personnel supervisor; J. M. Sauvion, Dept. of Labour; L. Cormier, president Local 27, Amalgamated Lithographers of America; H. Léveillé, president Local 353, Can Workers' Union (CLC); L. Blais, safety captain, general labour; R. Gauthier, safety captain, dry package; D. Smythe, master mechanic; D. Smythe, safety captain, machine shop.

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa

Hon. MICHAEL STARR  
Minister



A. H. B.  
Deputy

All material in Teamwork may be reprinted with or without acknowledgement.

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# IWORK in INDUSTRY

XVI-No. 8

OTTAWA, CANADA

SEPTEMBER, 1959

## R Movement Earns Standing Praise from Union Leaders

**M**ontreal, Que.—High praise has accorded the Union-Management Co-Operative Movement System Committee of the Canadian National Railways by an ex-union leader and the present vice-president of the Brotherhood of Maintenance of Way Employees.

Accolades were directed partly toward the committee's achievements in the realm of management co-operation. The contribution this relationship has made to the operation and maintenance of one of the greatest rail systems in the world.

### Ideal Forum

A recent address delivered at annual meeting of the Maintenance of Way Department's Union-Management Committee, the Brotherhood's vice-president C. Smith worked:

"I must admit that since our System meeting there have been times when we were somewhat concerned as to the future of the co-operative movement; but we consider the inception of our plan, meeting as it did in early 1957, the great depression of the early thirties, and incidentally failing to meet some of the problems of the depression era, we believe the movement has substance which warrants continued support. These are difficult times for the railway industry, what with management's problems of finding forms of increasing revenue and making competitive forms of transportation, and labour's problems of adapting to automation. But it is the industry, and the co-operative movement provides the ideal forum for a frank expression of ideas and opportunity to develop a feeling of partnership for the welfare of management and labour."

noticed recently that our W. T. Wilson (vice-president personnel) was offering \$10,000 worth of suggestions from employees, and I could not help thinking that Maintenance of Way employees have been contributing suggestions through the co-operative plan for 30 years without thought of recompense other than satisfaction of a job well done. concluded Mr. Smith: "It has been said that good labour relations (see page 4, column 3)

## AIRCRAFT REPAIR COMPANY AND UNION MEET CHALLENGE WITH JOINT ACTION

### Production Hurdles Eliminated Through Joint Consultation

**S**t. Johns, Que.—Labour-Management co-operation is today playing an important role in the life of Canada's aircraft industry and will make an even greater contribution to its progress in the years ahead.

This view is jointly shared by Management and Union officials at Aircraft Industries of Canada Limited, a 430-man enterprise which repairs, overhauls and maintains aircraft owned by private business, the federal Department of Defence Production, and commercial airlines.

The company and Local 4575 of the United Steelworkers of America (CLC) formed their Labour-Management Co-Operation Committee in January, 1957. Since that time the group's members have pushed hard and consistently to extract the many advantages which the practice of joint consultation is designed to provide.

### A "Selling" Job

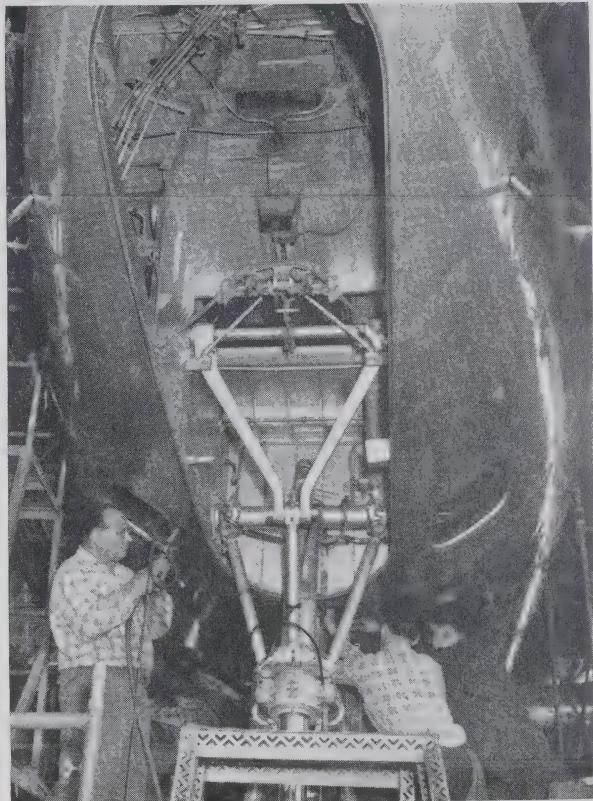
Reflecting on the two and a half years of the committee's existence, J. H. Lucas, managing director of Aircraft Industries, had this to say:

"Our Labour-Management Co-Operation Committee has progressed, but I think we still have a long way to go. There is a spirit of genuine co-operation between labour and management at the committee level—but it is up to all of us to sell the benefits of this cooperation to all our employees."

"Although our record for last year is good (two-thirds of the suggestions submitted by labour were adopted), the total number of suggestions was only 36. I will not be satisfied until we are deluged with suggestions aimed at improved efficiency, better relations, better communications and more effective action on problems."

Mr. Lucas concluded: "The individual worker is our greatest asset. It is from him or her that we seek help in making AIC a better place in which to work."

Tom Lord, personnel manager at Aircraft Industries of Canada, agrees with managing director Lucas that an improved two-way channel of communication between



FACE-LIFTING for the nosewheel section of a North Star at Aircraft Industries of Canada. A complete overhaul involves 50 workers representing all the aircraft trades. AIC repairs, overhauls and maintains aircraft owned by private business, Department of Defence Production and commercial airlines.

employer and employee would undoubtedly confer benefits on everyone by stimulating greater interest in joint co-operation.

"Our committee is certainly aware of the problem," acknowledged Mr. Lord. "We feel that many of our employees are reticent about making suggestions. It is obviously part of our job to overcome this situation by keeping all our employees constantly informed on how the Labour-Management Co-Operation Committee works and what it is capable of contributing toward our mutual welfare and success."

"We are tackling this challenge at the present time," explained Mr. Lord. "Committee members have agreed to keep reminding fellow-employees in their respective departments that it is difficult to make improvements unless the people actually doing the job are prepared to let Management know what their problems are."

### Cross-Section of AIC

During a tour of Aircraft Industries, representatives of the Labour-Management Co-Operation Service, Department of Labour, were guided by personnel manager (see page 2)

# Aircraft Industries Committee Yields Big Dividends

Lord through the maze of activity in the company's three large hangars, and into an area of specialized shops, all engaged in providing their flying customers with the — to the uninitiated — bewildering array of skills vital to the upkeep and safety of Canada's mounting air traffic.

Among the facilities offered for servicing the variety of North Star, Dakota, Canso and Expeditor aircraft lined up on the taxi strips adjacent to the hangars are hydraulic overhaul, sheet metal fabrication, machining, cable swaging, fabric and doping, upholstering, instrument calibration, custom woodwork, radio servicing and installation, and electrical checks and installation.

In the largest and newest hangar, which is built to house two North Stars and two Dakotas at one time, the visitors were introduced to Hans Putz, hangar supervisor. He explained that the aircraft being worked on were receiving the "CAIR" treatment—"calendar aircraft inspection and reconditioning".

"This involves the complete overhaul of all major components including the airframe," said Mr. Putz. "In the case of a North Star this inspection takes four months to complete and involves roughly 50 workers representing all the aircraft trades."

Another AIC personality, Cecil Roach, assistant shop superintendent of the general shops, called the visitors' attention to a remarkably handsome paint job on a Dakota owned by one of the firm's commercial airline customers. The work had just been completed.

"The boys in the paint shop are justifiably proud of the jobs they turn out," said Mr. Roach. "Because of the quality of our work, executive and commercial operators come to us from all over Canada to have their aircraft painted."

A further aspect of operations at Aircraft Industries is the salvaging of crashed aircraft. Company vice-president John F. Brown reviewed some of the problems encountered in retrieving aircraft that went down near Dew Line sites in such remote northern and Arctic locations as Frobisher Bay and Churchill.

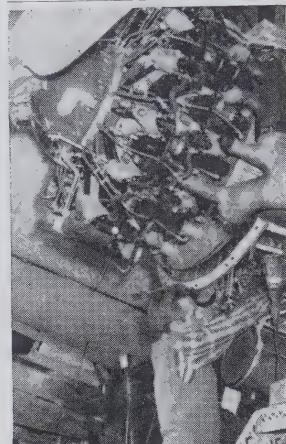
"In the past we've had as many as three salvage crews out at one time," Mr. Brown recalled. "Only once did we have to haul one out on a flat-car. Everything else our boys have repaired on the spot and we've flown them back."

AIC has a test pilot on its staff. Every aircraft overhauled and repaired by the firm's employees is test-flown before being returned to its owners. "Gives us all a greater sense of responsibility," Mr. Brown added.

The vice-president is himself a

pilot. "Don't do much flying now," he admitted, "but there was plenty of it a few years ago, on the salvage jobs."

"When we got our start here, back between '46 and '49, we were buying old Ansons and PBY Cansos from War Assets, putting them in shape and selling them in Mexico and South America. I used to fly them down."



Louis Beauregard, president of Local 4575 of the United Steelworkers of America (CLC), working on a DC-3 Dakota in one of AIC's hangars.

## The Committee in Action

Highlight of the Department of Labour representatives' visit to Aircraft Industries of Canada was the privilege of sitting in on the Labour-Management Co-Operation Committee's 22nd meeting.

In the chair was Ivan Vachon, international representative of the United Steelworkers. The chairmanship alternates monthly between Mr. Vachon and managing director J. H. Lucas.

Management members in attendance were P. E. Green, assistant general manager, personnel manager; Lord, who acts as secretary of the meeting, vice-president Brown, and Mr. Roach, assistant shop superintendent.

In addition to Mr. Vachon, Labour was represented by L. Beauregard (electrical), president of Local 4575; E. Morris (inspection), D. Raymond (sheet metal), L. Bissonnette (cleaning and stripping), and R. Thibault (general assembly).

It is interesting to note that every six meetings a Labour member is replaced by a new member.

"In this way," stated Mr. Lord, "we are able to bring in representation from the various departments and sections of the company. This arrangement helps to extend the committee's influence, publicizes the activities of the committee to the broadest possible employee

audience, and provides every department and section with a recurring opportunity to make a positive contribution to our joint progress in Labour-Management co-operation."

During the hour the meeting lasted, there was considerable give and take and a great deal of lively discussion on the questions and subjects raised by both Management and Labour.

A topic would be introduced by one of the members. Then, in the best democratic tradition, chairman Vachon would ask, "Well—what does everybody think?" The first person to organize his reactions and opinions would start the ball rolling. And finally everyone took their turn at criticizing, amending, suggesting alternatives.

It was all swiftly done, a sort of business-world version of hare and hounds—only here the hare was a production problem. When the busy exchange of ideas and opinions had subsided, there would follow a brief silence. Then a member would sum up in a few words the decision he felt the group had reached as a team.

"All in favour?" chairman Vachon would ask. There was a flurry of nods and assents. "Then on to item six," said Mr. Vachon.

And so it went with one problem after another—stated, kicked around and ultimately cornered by the best immediate solution. Immediate because each of them

## All in One Hour

What about a central location for toolboxes? Here's a new idea for the recording of suggestions. These materials should be handy to work areas. The shop needs a small parts rack. We're short of repair ladders. Can we improve our absentee record? I believe a carbon dioxide extinguisher is dangerous in a space. How can we teach employees to remember to tag a serviceable drill so that the man to draw it from stores doesn't have to walk three hangars to his work site to discover it is run? What about putting a siren on our Dexion stands so that when working high up in the nose of a DC-3 won't step off and fall onto the hangar floor? Since solid irons, extension lamps, and power drills could spark a fire while not working inside an aircraft, how about keeping extinguishers on the wall until the job's done? Running the hangar wall for one more too much time in an emergency?

These questions were raised, voted on, and the answers to found in the brief space of a hour-long meeting of this Labour-Management Co-Operation Committee. They are typical of everyday problems which are faced by AIC to impede production, thwart progress—problems whose solution depends upon a combination of human experience, ingenuity and co-operation.



TEAMWORK at AIC is sparked by these people, all members of the Labour-Management Co-Operation Committee. Seated, left to right: P. E. Green, gen. manager; I. Vachon, international rep. United Steelworkers; L. Beauregard, pres. Local 4575; C. Roach, asst. shop supt.

Standing: E. Morris; T. D. Lord, pers. manager; D. Raymond; R. L. Bissonnette; J. F. Brown, vice-pres. (Absent: J. H. Lucas, managing dir.; J. C. Jackson, mgr. quality control.)

would have to be "tried on for size" in the hangars and shops by the employees who reported the problem in the first place. Every unanimous decision of the committee is handled in this way. If it works, they'll use it. If it fails, back it goes to the committee for another round-table buffeting.

In their response to the challenges which face them, Labour and Management at Aircraft Industries of Canada Limited prove to each other that a promising way to utilize the strength of that combination is through the pooled effort of consultation.



**SAFETY** is the topic here. This is the labour-management Joint Safety Committee of Plant 90, Continental Can Company of Canada, together with officers and shop stewards designated as departmental safety representatives.

Left to right: J. Plummer; J. Tufano, pres. Local 2514; C. Bennett; F. Pol-P. Lee; J. Wheeler; H. Colling, ind. rel. manager, Canadian division; Townsend; A. Williams; K. Webb, plant ind. eng.; W. Strong, vice-pres. 2514; W. Gregory, plant manager; H. H. Graham, personal supervisor (ding); G. Evans; C. Doan; J. Adair; M. Borg; A. Gourlie, pres. Local 5371; Smith, vice-pres. Local 5371.

## ANT WINS TWO SAFETY AWARDS

Toronto, Ont.—Two awards, marking their latest achievements in safety, have been made to employees of the *Continental Can Company's* Plant 90. The first, a Can Manufacturers Institute Safety Award, was presented to the employees "for completing one full year, 1958, without a lost-time accident". Townsend, foreman of the

can assembly department, received the award from H. Colling, industrial relations manager, Canadian division.

The second, a Certificate of Merit "for attaining 540,698 man-hours without a disabling injury" was presented by W. Gregory, plant manager.

Bill Strong, vice-president of Local 2514 of the *United Steelworkers of America*, accepted the award on behalf of Plant 90's 300 employees.

## Cyrus Eaton Reflects On Labour-Management Co-Operation

Andrews, N.B.—Cyrus Eaton, Canadian-born multi-millionaire chairman of the board, Chesapeake and Ohio Railway Company, noted a few interesting remarks on labour-management co-operation.

During his address to the 88th annual general meeting of The Canadian Manufacturers' Association on the subject *Canada's Choice—Leadership or Annihilation?* Mr. Eaton produced the following anecdote and speculation:

"I was tremendously impressed while crossing the Atlantic on the *Queen Elizabeth* last Fall. I had several long discussions with the Commodore of the Cunard fleet, who told me that in fifty years, while most of the steamship companies of the world were involved in tragic fights with labour, he had not had a strike. 'How do you do it?' I asked.

'Well,' he replied, 'fifty years we adopted a principle that top officers of our company and the top representatives of the trade unions would meet once a month at lunch—not when we had disputes to settle, but to talk over

our mutual problems. By means of this contact we have been able to bring labour to see the problems of management. Between us today we have a working arrangement that is most satisfactory.'

"I don't know whether it's possible or not," continued Mr. Eaton, "but I am advocating this approach in all companies with which I am associated: Let us sit down with the labour leaders—not when we are fighting each other over contracts, but at times when we are not—and see if we can't reach a meeting of minds."

"I think that businessmen, all of us, are a little prone to see a great deal only of our own class. Our social evenings, our social luncheons, our golf games are all spent with people of our own class and our own thinking."

"I believe we ought to see more of the politician, the labour leader, the university professor and the editor—not just for our own education and improvement, but in order to reach the understanding that I think is so essential to the success of the capitalistic system wherever it occurs."

## NO TIME FOR LOST VIRTUES OF PUNCTUALITY, KEPT PROMISES?

In days of yore, when watches were held in regard even though they weren't advertised to run under water, it used to be said of a good citizen that his word was as good as his bond. A date was a date, an engagement was an affair to be kept, a promise was a promise, and any well ordered person would as soon be accused of not washing his feet as of being unpunctual.

That was in days of yore.

Today we all seem to be going so fast that we never get anywhere on time nor do anything in the allotted period.

The contractor who says he'll begin Monday will probably not show up until 10 days later, and then simply say with a shrug that he's had a lot of work. The garage man who is going to send a service truck to a damsel in distress "in 10 minutes" will tell her an hour later, when she phones again, that the car has "just left"—and he'll tell her as though he were doing a Boy Scout act.

### The Habit is Spreading

A personal friend says he'll "drop in about 9.00 tonight" to discuss something. After doing nothing all evening while waiting for him to drop in momentarily, you fall into bed nervously exhausted; and next day when you call to see if he has died, you learn, airily, that he "got tied up." If you make the mistake of expressing regret, you'll be put down as an old fuss-budget.

Take trains. The one that comes from New York to make connections in Montreal with the train for Ottawa fails to do so, and the conductor is only surprised that you expected it to. Take planes—provided you have more time than the schedule seems to call for.

Picture framers not only miss their delivery date by days but weeks; the man in the government office who says he is going to send something around by messenger right away, gets quite uppity two days later when you call and apologize to ask if perhaps it got mislaid: "We haven't as many boys as you have in private enterprise, you know."

There is no use whatever in explaining to him gently that had he simply said so in the first place you would yourself have picked it up. The fellow's doing his best, he says to himself, and anyway he needs more staff.

But this practice of not keeping a promise or of trampling on punctuality is not confined to business. You find it in your

friends, in your family, and, probably, in yourself. It has become so common as to be "the thing."

If you keep a friend standing on a corner or a golf tee or at the theatre door, you may give it no more thought than to say to him: "Whew! What a rat race this day has been!" If he has a whit of manners in him he'll say he's sorry you are so rushed and tell you you shouldn't have hurried.

### A Collapse of Virtue?

What interests us about this phenomenon is not that it is bad manners—which it is—but that it is no longer regarded as bad manners. The tradesman or store clerk or company manager who tells you something will be done on Tuesday, feels no guilt whatever if he doesn't remember it until Friday. Should you be old-fashioned enough to chide him about it, he assumes, in one degree or another, an attitude of "so what."

The personal friend who hasn't been able to get around to something feels quite confident that if you are really a friend you won't mind. Somehow it doesn't seem to occur to us any more that friendship is not only a forgiving thing but a giving thing, and that the failure of friendship is primarily in him who failed rather than in him who didn't forgive.

We all give as adequate reason for our carelessness the fact that we're in a rat race. But we seem not to realize that a very considerable reason we are in rat race is that we have ceased to keep our word. Throughout the web of business and social relations run broken engagements, careless promises, unheeded appointments. As everyone else is doing it, we cannot very well isolate ourselves, we think; and so we join in the general collapse-and-confusion mechanism.

In consequence, we're all getting ratty—as is bound to happen to participants in a rat race. If our new government will somehow legislate punctuality, consideration of others, and loyalty to a pledge back into our way of life, it will lighten our darkness by more than somewhat. The cynic may say that the last outfit to be expected to work for the keeping of promises is a government—any government. But even if that were so—what an example it would be setting!

*The Ottawa Journal*

You can walk with a wooden leg

You can chew with false teeth—

But you can't see out of a glass eye.

## Just a Scratch

Here's an alarming story we heard the other day that has forced us to do an "agonizing reappraisal" of our own outlook on first aid and the so-called "minor" ailments that flesh is heir to.

It seems that a mechanic in a Toronto plant was working on a car when he cut the right side of his left index finger. Not a big slice, mind you. It was only about three-eighths of an inch long and bled very little.

Anyway, the mechanic went right on with his work. He had to wash a few small parts in some cleaning fluid, and when he had finished he held them in his left hand and began blowing them dry with an air gun. Apparently the jet of air played over the small cut he had received earlier.

A short while later the mechanic, obviously in great pain, staggered to his shop manager and complained that his body and head felt as though they were going to explode. He was rushed to hospital where his condition was diagnosed as "air bubbles in the blood stream"! There were even traces of the cleaning fluid in his blood.

Luckily the mechanic recovered within four days. But the doctor gave him a warning the man won't soon forget.

"You could easily have died," he said, "from one or both of the dangerous elements in this situation: using an air hose on an open wound; and failing to get prompt first aid attention for a minor cut."

The moral to such a story might run like this: *A man need not be manly to ignore a scratch. Just ignorant.*

## CANTEEN PROFITS GO TO EMPLOYEES

**Elmira, Ont.** — All profits earned by the canteen at the Naugatuck Chemicals Division of the Dominion Rubber Company are returned to employees in the form of recreational and social activities sponsored by the Labour-Management Committee.

The committee, which comprises representatives from management and District 50 of the United Mine Workers, hires its own staff and controls the stocking and running of the canteen.

During a recent 12-month period the committee spent over \$2600 on a series of leisure time events ranging from lawn bowling and photography contests to summer picnics and corn roasts. Some 225 employees at Naugatuck thus contribute to a year-round entertainment program every time they spend a dime for a cup of coffee or a glass of milk. Employees describe the plan as "first class".

"We are fortunate in having our canteen operated on this basis," said Reg Staples, who is publicity chairman for the Labour-Management Committee.

"Most industries have private catering companies come in and run their canteens. The caterer pays the company rent for the space he uses and puts the profits into his own pocket. The employee derives no financial or other benefits from this type of impersonal operation."

Serving on the committee with Mr. Staples are O. W. Klinck, industrial relations manager and co-chairman for management, O. Hoffer, co-chairman for labour, safety supervisor H. E. Soehner, A. J. Hoffer, H. R. Stewart, C. Dunham, O. Pilon, C. Swan and M. Fiddes.

## College Professor Lists Requirements For High Morale

**Detroit, Mich.** — A Ten-Point Insurance Policy for high morale has been designed by Prof. H. S. Bretsch of the University of Michigan, who feels than an employee who can meet these requirements should be happy as a lark:

- He knows what's going on that affects him.
- He has a feeling of belonging, probably due to participation in some of the affairs of his department or his company.
- He has a feeling of mastery. The difficulty of the task is unimportant, as long as it is recognized as important to the company's total effort.
- He knows that ways and means of solving inter-personal problems exist. This is comforting even if he doesn't need to use them.
- He believes that every effort is made to take the anxiety out of his work situation, to make his job and his relationships pleasant.
- He feels that people pay attention to him when he makes a point or voices a gripe.
- He knows there are channels through which his grievances may be heard.
- He feels that pay and position are co-ordinated.
- He knows there is opportunity for advancement.
- He knows he has integrity and worth, even though he may have less authority than some people.

Factory Management and Maintenance, 10/58



## GET FIRST AID FOR ALL INJURIES!

## UNION-MANAGEMENT CO-OPERATION MAINTAINS SAFETY RULES

Stereotype mats and gestaprints (for use on duplicating machines) of above are available without charge to company and union publications.

### CNR Movement

(continued from page 1)

cannot be achieved by passing laws but only by management and labour living together with mutual respect and confidence.

"So long as this condition exists, we need have no fear for our Co-Operative Movement."

#### Model for Others

Another labour point of view was expressed by retiring CNR foreman Fred. A. MacNevin. During an interview in Moncton, N.B., he described the company's labour-management relations as "a model for other industries".

Mr. MacNevin was at one time chairman of the federated trades for the CNR system and has been active in union work since his first job as apprentice machinist 46 years ago.

In that time he has been president of the Moncton local of International Association of Machinists, general chairman for the organization in the CNR's Atlantic region, chairman of the federated trades in the sprawling Moncton shops, and at the head of these union craftsmen throughout the system.

"In all my years of CNR service there has been a good relationship between the company and the unions," continued Mr. MacNevin. "We were always able to work out our differences by compromising, a spirit of give and take on both sides."

A Moncton native whose CNR service has been heralded, MacNevin retired as mill-vice-president. He has held the post since 1943. Co-workers describe him as "probably the most popular man in the big shops".

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Section  
Industrial Relations Branch, Department of Labour, Ottawa

Hon. MICHAEL STARR  
Minister



A. H. B.  
Deputy Minister

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# WORK in INDUSTRY

XVI-No. 10

OTTAWA, CANADA

EU 26 1959

NOVEMBER, 1959

## SILVERWOOD DAIRY COMMITTEE PROVES VALUE OF TEAMWORK IN SMALL PLANTS

### It Head and Union m Committee Plan Spurred Progress

Woodstock, Ont.—Has a small anything to gain from a Labour-Management Committee? Joint consultation at the many branch level yield dividends on the time and effort saved?

on and management officials questions like these to field representatives of the Labour-Management Co-Operation Service discussions about the value of Labour-Management Committee business and industry.

some fresh answers from a local source, Department of Agriculture representatives were re-invited to visit the Woodstock branch of Silverwood Dairies Ltd., manufacturers of milk, cottage cheese, ice cream and milk powder.

all-Canadian company, with quarters in London, Ontario, Silverwood organization consists of plants located in 22 Ontario towns and towns, and at Edmonton, Alta. and Winnipeg, the capitals of three Prairie Provinces.

over-all organization, then, large and well established. Nevertheless, the Woodstock plant ideally suits the "small" requirement of this survey in view of the fact that its staffers only 45 employees.

#### Pilot Model

ere is another reason why the Woodstock branch merits close attention today. The committee is there by management and representatives of Local 647 of the national Union of Teamsters. The nature of a "pilot model".

has been in operation now for over a year and a half, and its progress has been watched with interest by Silverwood branches across the country. The contribution it is making to production efficiency, plant housekeeping and employer-employee relations will ultimately determine whether the principles of joint consultation are to be introduced elsewhere in the organization.



ANNUAL BANQUET number one for the Silverwood Labour-Management Committee of Woodstock.

Left to right: Guest speaker S. J. Walton, Labour-Management Co-Operation Service, Dept. of Labour; R. Walker, foreman, milk department; Miss H. Moyer, accountant, recording secretary; H. Swanson, branch manager; H. McColl, bottling operator; C. Land, ice cream sales supervisor; H. Schroers, foreman, milk sales; W. Gee, engineer; K. Tupper, milk grader; A. Slater, route salesman.

#### "No Holds Barred"

So how has the Woodstock committee fared? What has it achieved? At headquarters level in London last spring, a management spokesman remarked he was "surprised that the Woodstock committee has accomplished so much during the first year of operation."

Enthusiasm at the "test site" is difficult to describe adequately. Both management and union representatives are obviously proud of what the committee is contributing to plant life and operations and welcome the opportunity to tell outsiders of the progress they have made.

Harold Swanson, manager of Silverwood's in Woodstock and chairman of the Labour-Management Committee during its first year, described the atmosphere at monthly meetings as being "completely informal and friendly".

"Right from the start we adopted a 'no-holds-barred' policy," he explained. "Criticism is welcome from any quarter. Our main objective is to improve the Woodstock operation, and our members

are prepared to explore every avenue to reach that objective."

Committee membership is composed of three management and three labour representatives. Mr. Swanson, Charles Land, supervisor of ice cream, and Henry Schroers, foreman of milk sales, make up the employers' half of the team. Labour's half is represented by Keith Tupper, milk grader in the milk powder department, Anson Slater, who is one of the firm's route salesmen, and Hugh McColl from the milk production department. In addition, two floating members—one labour, one management—are introduced at each meeting to ensure that everyone is given an opportunity to serve on the committee. Miss Helen Moyer is the group's recording secretary.

#### Broad Interests

The range of topics discussed by the Silverwood Labour-Management Committee is extremely wide. Virtually every phase of operations at the Woodstock plant has been reviewed by the group since its inception. (see page 2)

### O'Keefe Employees Win National Award For Safety Record

Winnipeg, Man.—Transport and Delivery section employees of the O'Keefe Brewing Company (Manitoba) have been awarded the National Safety Contest Shield of the Dominion Brewers Association for completing one full year without a lost-time accident.

Members of the Labour-Management Safety Committee at the Winnipeg plant were particularly pleased about the award because their activity in promoting safe practices has resulted in a very low accident rate in all departments.

The committee consists of two representatives from management and one union representative from each department. Meetings are held once a month, and members are invited to describe any hazards or unsafe practices they may have uncovered. These regular meetings are occasionally replaced by plant safety tours designed to spot potential job hazards and dangerous work habits of employees.

In its continuing safety campaign, the committee makes extensive use of accident prevention posters, Department of Labour bulletins and on-the-job warnings to individual employees who are failing to observe plant safety regulations.

R. A. Owen, vice-president and general manager, reports that the committee's work is enthusiastically supported by the plant's 73 employees, members of Local 330, International Union of United Brewery, Flour, Cereal, Soft Drink and Distillery Workers of America (CLC).

#### Coming of Age

There are signs that the industrial relations-personnel department is emerging from step-child status in the corporate community.

Until a few years ago, it was relatively rare for a personnel administrator to rise to policy-making management level. But lately, a small but significant number of companies have upgraded their top personnel administrators to vice-presidential rank or higher.

Where once the personnel man symbolized weakness in management's eyes, in many cases he now symbolizes strength.

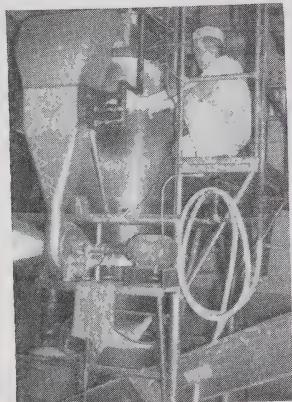
—Industrial Relations News

# TEAMWORK AT SILVERWOOD DAIRY BRANCH PL

Discussion of safety regulations for the drivers of the firm's two trucks and seven horse-drawn wagons, and of similar rules for plant and office personnel, resulted in the proposal that a separate safety committee be formed. Such a group was subsequently organized, its membership made up of representatives from each department. It holds regular meetings and is responsible for the over-all plant safety and accident prevention program, which includes the distribution and display of posters and the running of safety contests.

Plant and vehicle housekeeping routines, regular repair and maintenance schedules for all vehicles and production equipment, systematic inspection and grooming of the horses, and a plan to take care of all parking requirements around the dairy also arose out of committee activity.

On-the-job employee instruction, methods for reducing wasted effort and materials, the streamlining of salesmen's routes to provide maximum customer service with minimum time loss, simplification of handling - packaging - shipping operations, employee morale and quality control of products have all received their share of scrutiny.



INSTANT skim milk powder is made from regular powder by a machine called an "instantizer". Operator Kenneth Ross checks it over.

## Freedom to Criticize

The Silverwood committee's originality of approach, and its freedom to criticize the way things are done at the Woodstock plant are two features that immediately strike the visitor.

For example, members became curious about how the sales department handles its end of the business—an interest which led to animated committee discussion of sales techniques used by the men on the milk routes, and consideration of incentive plans and other

devices whereby sales might be promoted. Parallel with this activity, the committee members direct a lively and continuing attention toward what the firm's competitors are doing.

One of the Labour-Management Committee's most important projects is a program of inter-departmental co-ordination to stimulate employee interest in all phases of the manufacturing and distributing processes. Periodic meetings arranged for the production, sales and office staffs keep the three groups informed on each other's problems and objectives.

An example of the manner in which "one thing leads to another" in the course of the committee's deliberations was supplied by manager Swanson.

"We had been talking about arranging for some of our employees to take the St. John's Ambulance course in first aid," he explained. "Our belief was that we could serve both the general community and ourselves if at least the drivers had sufficient knowledge of first aid to be of help in case of accidents occurring on their routes. We went ahead with the plan; and today all but two of our drivers have taken the course."

## Eyes and Lighting

"Anyway," continued Mr. Swanson, "the discussion prompted Anson Slater (chief steward of the Woodstock Division of Local 647) to suggest that all our drivers be sent to London for an eye examination. This was done—and out of the first six sent, five had to have glasses for close reading.

"Mr. Slater's suggestion arose partly from a report about friction between the salesmen and our office girls. The girls had been complaining for some time that the men were making too many mistakes on their cashing-in sheets.

"When our drivers were being fitted for glasses, someone else suggested that we check into the lighting in the drivers' room. We discovered it measured only 15 candle watt, whereas the required minimum is 50. This was remedied at once. And our office lighting, which was also found to be on the low side, was raised simply by dropping the ceiling fixtures a little.

"Since that time," concluded Mr. Swanson, "no complaints from the office staff."

Not all the worthwhile ideas at the Woodstock branch of Silverwood's are generated by the committee members. The group encourages the active participation of all employees by using a novel variation of the suggestion plan. A current problem is written out in detail and posted on the plant

bulletin board, and cash awards are paid for the best practical solution offered.

## Man-of-the-Month

Early this year the committee came up with a new idea which has been dubbed the "Man-of-the-Month" plan. Mr. Swanson describes it as "a way of publicly patting a man on the back for a good job." All employees up to the status of foreman are eligible to compete.

Winners are recognized with a photo and writeup in *Silverwood's* main house organ, "Silverwood Creamtopics". In addition they are invited to be special guests at the annual banquet of the Labour-Management Committee.

"A 'win' is considered a real honour," explained Mr. Swanson, "and competition is quite keen.

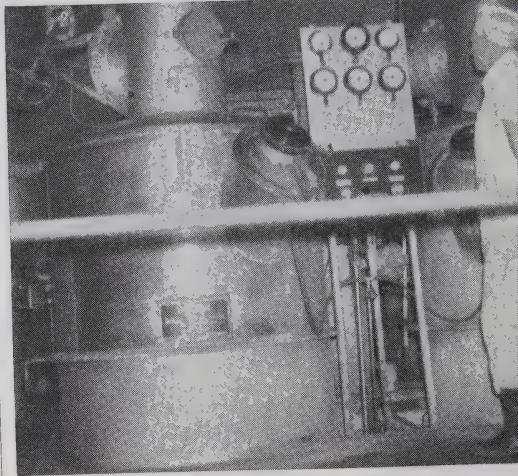
"In each case we compose a written citation. For example,

8,000 pounds a month. A serious problem had been the thrashed out in co-meetings, Ralph Walker work.

"The minimum average an operation this size was roughly 2500 pounds of milk. Walker built himself quite a reputation by chopping our average to 1000 pounds a month. He did this figure by seeing to it that every phase of our milk production was examined.

## Labour Reaction

How does labour feel about the influence of the Labour-Management Committee at Silverwood's Woodstock branch? Keith Keith, current chairman of the committee and secretary of the Woodstock Division of Local 647, was well pleased with the accomplishments.



SKIM MILK being processed by vacuum pans. Operator Lionel F. ... for correct gauge readings.

Robert Dykstra, who is a separator-operator in the powder plant, was the committee's first choice for 'Man-of-the-Month' last May. He was cited for 'general proficiency and cleanliness'. The runner-up in May was Gerald Pullin. He won our recognition for 'repairing and saving a new motor job on the plant tractor'."

One outstanding achievement of a candidate for the award was that of Ralph Walker, who is a foreman in the milk department. Mr. Walker received his citation "in recognition of the splendid effort to reduce milk losses at the dairy branch". The story behind this praise describes a job so well done that the statement deserves further elaboration. Manager Swanson tells it this way:

"At one time, milk losses in the Woodstock branch ran as high as

"Frankly, we are not sure what's happened," he said. "I have been with the firm 24 years. I haven't got the whole story, but I can tell you what changes the company has brought about in our management relations in the past year. I think it's been functioning well."

"We're saving time and money. The men are more satisfied. Our operation is better than ever before. Our morale is higher than ever been."

"A lot of problems have been solved over the years. Now we have something about them that we can see the progress of."

Mr. Tupper was asked if he would recommend Silverwood's management-cooperative plan to other small plants.

(see page 4, col.

## Pensioners' Goodwill Is Most Important

the older worker's diminishing productivity, and pressure by his youthful counterparts seeking a chance to step up, lead many companies to discharge or forcibly retire him on a pension.

But embitterment over retirement can cause serious community relations problems. One steel company, for example, found disillusioned pensioners painting such unfavourable picture of the company in the heart of its labour market that it was having trouble attracting new workers.

Recognizing the problems faced by the retired worker, many companies offer some form of counseling to help him "over the hump", a few years before retirement. The most important of his problems: reduced income, increasing medical expenses, suitable housing—and too much leisure time—are discussed, leaving the worker more prepared for his new way of life.

—Industrial Relations News

never knew an early-rising, hard-working, prudent man, careful of his earnings, and strictly honest, who complained of bad luck. A good character, good habits, and iron industry are pre-gnate to the assaults of all ill-luck that fools ever dreamed of.

—Addison

## Progress In Safety At Dominion Bridge

Edmonton, Alta. — Reports from the Labour-Management Safety Committee at the *Dominion Bridge Company* indicate that the new safety program inaugurated last Fall has led to a marked reduction in accidents.

According to E. C. McKeever, personnel supervisor, the first step was the formation of a foreman's safety prevention training course, sponsored by the Alberta Workmen's Compensation Board. Sixteen supervisors and the plant nurse at *Dominion Bridge* enrolled for the training.

There were six lectures of two hours each, covering the following topics: fire history, costs, human and economic factors, frequency and severity, accident prevention and responsibility, accident causes, fact finding, investigations and evidence, control of conditions which cause accidents, job safety analysis, problems of analysis, control of acts which cause accidents, and what the foreman can do to share in prevention.

This is the first time something of this nature has been undertaken by the Alberta Workmen's Compensation Board and, as far as is known, the first time in Canada by any of the provincial boards.

### Ideas and Suggestions

A steering committee of four foremen was then created to promote new ideas and suggestions for preventing accidents. Following are

some of the ideas brought up by the committee and now in use:

1. The forming of an Accident and Prevention Investigation Committee of three: the plant nurse and the plant timekeeper, who are permanent members, and the foreman of the department where the accident or incident occurred.

Their duties are to investigate all accidents in which employees are injured or equipment is damaged, and any incident which might have caused injury or damage. These investigations are carried out as quickly as possible after an accident or incident has been reported. The report is made out on a special form and all witnesses are carefully questioned to ascertain facts. The completed report is then distributed to the works superintendent, personnel supervisor and the foreman in whose department the accident or incident occurred. Immediate steps are then taken to remove the hazard.

2. The Safety Committee was reduced to six members, three representing the company and three representing Local 3345 of the *United Steelworkers of America (CLC)*. The Committee meets once a month to check the investigation reports and see that all accidents and incidents have been processed.

3. The nominating of thirteen guards and four relief guards by the union, one guard for each of the plant departments. Their duties are to report to their respective

## Workers Want To Be Informed

West Orange, N.J. — Company officials may find that any change—no matter how advantageous it may be for employees—can cause suspicion, unrest, and a drop-off in work-force morale.

Realizing this, in a recent merger creating McGraw-Edison, the manager of the *Thomas A. Edison Industries Division* was in a position to substitute an improved retirement plan for its old fixed annuity plan.

Instead of merely informing the employees of the change and that it would offer them greater benefits, this company set up an elaborate education and communications program well in advance of the adoption date for the new retirement plan. As a result, 95% of the eligible employees took advantage of a voluntary contributions clause, showing their faith in, and understanding of, the plan.

—Employee Relations Bulletin

foreman any incident or hazard in their section which has or might have caused an accident. The safety guard may also request the Investigation Committee to check into a hazardous condition, provided they first advise their respective foreman of their intent.

At the present time, the Alberta Workmen's Compensation Board is setting up an accident prevention course for the guards and others who might be interested.



Lined up here for a photograph is the entire sales staff of the Woodstock branch of Silverwood's Dairy Limited.

## Co-operation

Lord Bertrand Russell, the eminent English mathematician, philosopher and writer, was asked during a recent television interview what message he would like to leave to the peoples of the world at the time of his passing. He replied simply:

"I would ask them to co-operate."

Lord Russell was thinking primarily of the present state of world affairs wherein deadlock follows deadlock in endless discussions among nations. But co-operation among nations can only be built on a foundation of co-operation among the citizens of nations—and that necessary foundation may take a long time to build.

As one writer recently stated: "This is a crucial hour in human history. Long ago, families used to fight families across the centre until at length they learned the art of co-operation and merged into clans. Then the clans began to fight bitterly with each other across the centre until they learned how to work together; and they merged into tribes or city states. Then the tribes or city states began to fight each other savagely across the years until, with time's passage, they mastered the capacity to live together in amity and merged into nations. Recently nations repeated the process, fighting each other fiercely. But let us expect the United Nations Organization to succeed in the larger war unless we are able to win the day in the smaller sphere of office, and home!"

It will be readily accepted that the home is the very basis of social structure, for in the home we are trained for citizenship. In the long run, a nation's character can only be a reflection of the home life of its citizens; and if a nation is a co-operative nation, it is a result of training in the home.

A great deal remains to be done if we are to "win the day in the smaller sphere of office and shop". And since, according to the dictionary, co-operation in the economic sense is "collective action in the pursuit of common well-being in an industrial or business process", it would appear advisable for us to pay special attention to this phase of co-operation for our own sakes as well as for the national interest.

Labour-management co-operation has contributed to "common well-being" in many instances; and it is based on democratic principles which include the right to have an opinion, the right to express it, and respect for the opinions of others.



### LABOUR-MANAGEMENT CO-OPERATION IS THE FIRST STEP TOWARDS EFFICIENT OPERATIONS!

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

#### SILVERWOOD DAIRY

(continued from page 2)

"They should all try it," came his response. "If they experience anything like the success we've had with our committee, they'd keep it.

"Recently I sent an article to our company magazine," continued Mr. Tupper. "In it I gave the Labour Management Committee idea a real plug. I'd like to see all our Silverwood branches adopt the plan. I'd like to see the day when we would all get together—one Labour-Management Committee representative from each branch—to discuss the mutual problems of the company as a whole. Could we make progress!"

When asked what he judged was the best contribution the committee had made to the Woodstock operation, Mr. Tupper replied:

"Just coming in and sitting down and talking across the table to each other. The boys enjoy every meeting. We can see where we're getting ahead. No one pulls any punches. If we want to speak up, we do. Out of these meetings have come ideas nobody thought of

before—ideas that are being used every day in our work."

#### Stronger Than Ever

Anson Slater added a final labour comment on what joint consultation has done for Silverwood's.

"We called in Albert Elson (field representative, Labour-Management Co-Operation Service, Department of Labour) for advice on setting up a committee", said Mr. Slater. "He was a big help to all of us. We agreed to try the plan for a year to see how it worked.

"Right from the start it gave us something we never had before: a mutual opportunity for labour and management to understand one another. From the union's point of view, the committee's best feature is this: It developed a better understanding of our work problems.

"I would certainly urge small outfits to try a Labour-Management Committee," said Mr. Slater. "They might head off a lot of problems before things get rough."

And then he added: "The year is up—and ours is going stronger than ever."

#### Shared by All

Regional manager A. M. Pease said credit for the fine safety record is shared by all employees in the area, including his predecessor C. S. Luney, who retired only a few weeks ago.

Besides achieving an excellent safety record in terms of man-hours worked during the 1958 period, the region also managed to cut motor vehicle accidents from 37 in 1953 to only seven last year.

At the new R. H. Saunders St. Lawrence generating station in Cornwall, no accidents have been recorded since the station opened November 1, 1957.

Groups in the region have worked more than 2,000 calendar days without a lost-time incident. These included: rural operating crews at Plantagenet, Winchester, Coburg, Lancaster, Ottawa. Various other departmental workers who have put up similar records are at Merrickville, the regional office staff and at the Joachims and Chenaux generating stations.

## TEAMWORK in INDUSTRY

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# WORK in INDUSTRY

XVI-No. 9

OTTAWA, CANADA

OCTOBER, 1959

## RELATIONS AT CANADIAN SCHENLEY PROMOTED BY JOINT CONSULTATION

### Both Company and Union Officials Pleased With New Gains Achieved By Labour-Management Co-Operation

Valleyfield, Que.—The science of distillation and the manufacture of whisky are among the oldest industries known to man. Long before the beginning of the Christian era, for example, the Egyptians had learned the principles used in distillation and had put knowledge to work.

In Canada, distilleries were operating as early as 1769; and today there are 21 of them across the country engaged in the production of distinctly Canadian whisky which enjoys world renown for its taste and character. One of these is Canadian Schenley Limited at Valleyfield.

Any standards of measurement, Canadian Schenley is a big, well-established and important enterprise. During its peak

season, it employs well over 600 men and women.

The Valleyfield operation, which represents the major portion of the company's capital commitment in Canada, embraces eleven buildings with a total floor space of nearly 800,000 square feet, and spans an area of seven city blocks. Canadian Schenley's still house is the skyscraper of Valleyfield, rising to a height of 102 feet.

#### Techniques and Relations

Contrary to popular belief, whisky making is not a simple process. There are innumerable intricate aspects to the grinding, yeast- ing, mashing, fermenting, distilling, maturing, blending and bottling stages involved in the total production picture.

However, at Canadian Schenley the physical problems of manufac-

ture are met with the most up-to-date techniques available to the industry. Known as the "line" method of production, the system enables a continuous, uninterrupted flow to be maintained from box car to grain elevators, through grinders, meal bins, grain-weighing scales, coolers, fermenters, beer stills, rectifying column, closed receivers, cask-filling, cask storage (for many long years), cask dumping, blending and bottling to shipping of the finished product throughout Canada and to export markets in over 40 foreign countries.

So far, then, it has been noted that progress at Canadian Schenley has been abetted by two factors: access to the wealth of knowledge and experience provided by an industry whose history extends back into antiquity; and the use of advanced methods of production.

Relations between employer and employee make up the third, and most important factor in Schenley's success and stability. Jim Haffey,

resident manager of the Valleyfield distillery, uses the word "harmonious" to describe the relations between management and the members of Local 106, Distillery, Rectifying, Wine and Allied Workers' International Union of America (CLC). Jean Labrosse, president of the local and general supervisor of the distillery department, is thoroughly in agreement with Mr. Haffey's choice of an adjective.

#### Extensive Gains

The outsider, confronted by the foregoing evidence, would be tempted to conclude that the Schenley community in Valleyfield "has everything"—that it is "complete" as it stands, both from labour and management's point of view. And that conclusion would be just about correct—especially since June 1956.

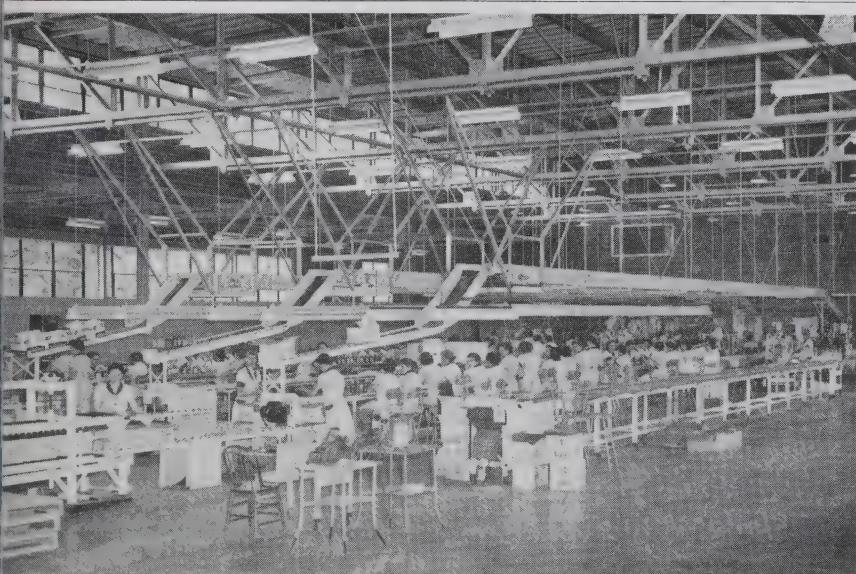
At that time the company and its employees formed the Joint Labour - Management Consultation Committee of Canadian Schenley Limited. Comprising eight members, four from management and four from labour, who together represent all phases of the Valleyfield plant's operation, the Committee has developed into a genuine "efficiency squad" in facing, discussing and overcoming problems related to production, safety and plant housekeeping.

The group's influence and range of activities has so broadened during the past three years that it has become, in Mr. Haffey's words, "an excellent clearing house for the exchange of constructive ideas regarding employee safety, plant housekeeping, efficiency and good company-employee relations."

Plant superintendent, Vital Lefebvre, is president of the Committee and has been keenly interested in its progress since the beginning. Asked what he felt was the Committee's greatest contribution to life and operations in the plant, Mr. Lefebvre replied:

"It has been instrumental in building better morale and in improving relations between employees and management."

(see page 2)



GENERAL view of the Canadian Schenley assembly line at Valleyfield, Que. Every stage of production is characterized by cleanliness and efficiency.

# Excellent Labour-Management Relations Aided by Joint Consultation

## CANADIAN SCHENLEY

(continued from page 1)

### Local President Impressed

Local president Labrosse is equally enthusiastic about the organization's work.

"Ever since its inception," he explained, "the Committee has been a big asset to the hourly-paid workers as well as management.

"It is amazing to follow the new members who join the Committee each year. Most of them have a timid feeling at first, but it gradually wears off. These men soon gain self-confidence and report with pride to their co-workers what takes place at our meetings. I feel sure that in some cases their experience could lead to advancement within the company because of what they have gained through the privilege of being chosen to serve on the Labour-Management Committee."

Concluded Mr. Labrosse: "I sincerely believe that working on the Committee results in better employees and better Union members. It takes time and patience, but every effort to make the group a success is worth while. Good relations are priceless, and a Labour-Management Committee can contribute a great deal to maintaining them."

### Committee at Work

A recent meeting of the Joint Labour-Management Consultation Committee, which Federal Department of Labour representatives were invited to attend, provided a cross-section of the sort of problems the members are accustomed to handling in the interests of labour-management harmony

and the effective running of the Schenley plant.

Some pipes between two of the firm's warehouses made it difficult to roll barrels. (The trouble would be looked into.) Then there had been a few headaches with a soft drink machine in the plant. Apparently the flavours had tasted a little on the weak side. An adjustment in the essence control rectified the trouble. The company, at the request of employees, recently installed a number of machines to dispense drinks, hot food, sandwiches and cigarettes. Plant personnel were informed that these machines generally require servicing at the beginning because the mechanism is delicate.

Next there was a boiler house problem. An employee had complained that, while he was eating, a dead bird fell from the roof girders into his soup. Not unnaturally, he wanted protection. During discussion it turned out that this was one of those one-in-a-million occurrences. In addition, a cover over the eating area would make it too dark. A majority of boiler house employees subsequently voted "no" to the proposal, the complainant changed his eating spot, and steps were taken to close off openings which might allow birds to enter the building.

Two other items on the agenda concerned installation of safety switches on the assembly lines, and a suggestion that a method be found to improve the operation of elevators used to carry barrels.

### Fire Brigade

Under "new business" resident manager Haffey introduced a subject which he and his fellow



EXEMPLARY Labour-Management relations at Canadian Schenley are maintained by the Joint Consultation and Labour Administration Committee.

Seated, left to right: Alice Leblanc, inspector, bottling; Vital Lemieux, plant superintendent and committee president; J. J. Haffey, plant manager; Mrs. Yvette Gauthier, secretary of personnel dept. and committee.

Standing: I. A. White, foreman, maintenance; Edouard Lemieux, maintenance; G. Seguin, field representative, Labour-Management Co-Operation Service, Ottawa; J. C. Labrosse, general supervisor, distillery, and president Local 106, Distillery Workers Union; Rolland Boyer, storage.

members expect will come in for considerable discussion.

"It concerns practice drills of a plant fire brigade outside of regular working hours," revealed Mr. Haffey. "We feel that our own people know the industry intimately—its hazards and so on. In case of a real emergency we would rely on them to report to the plant.

"The men involved would be recompensed for any overtime involved—for example, in rehearsals or drills. But the money would go into a 'kitty' and be used for fire brigade activities.

"The view we want to emphasize is that not just the plant must be protected in this way, employees' jobs as well. It should be like the voluntary fire department in a small town, protecting homes and work places in the community."

### The Feminine View

Before the meeting ended, in order to obtain an assessment of the Committee's usefulness from a woman's point of view, Alice Leblanc, representative of the bottling department, was asked by the visitors what she thought of Schenley's labour-management group.

"Well," she replied, "when the Committee was organized, it was like the usual small cog in a company's machinery. I hadn't known our management very well."

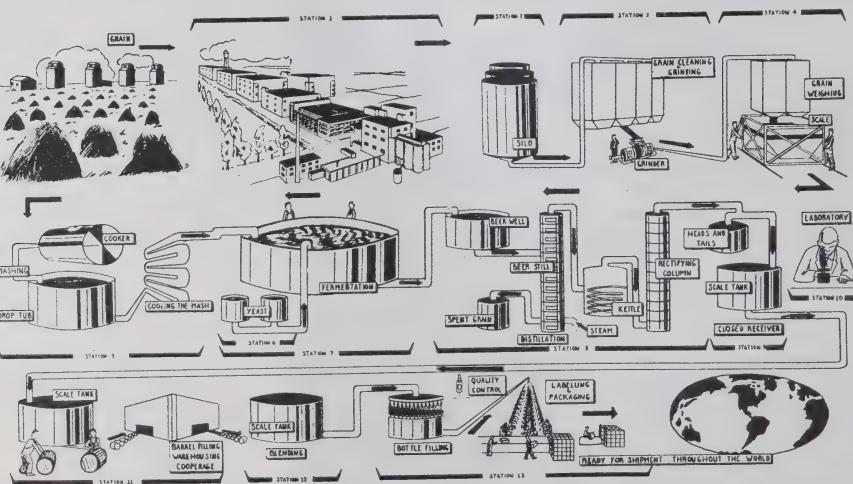
"Being a member of the Committee has given me a definite feeling of belonging in the organization," continued Miss Leblanc. "The people in my department share this feeling with me, and they know that I am representative of their ideas and opinions in management."

"I am encouraged to stay here, and I enjoy the fact of being listened to and having my suggestions discussed."

### Safety and Housekeeping

Experience in joint consultation between labour and management at Canadian Schenley was further enhanced through the plant Safety

(see page 4, column 2)



STAGES of production at Canadian Schenley. The "line" method permits a continuous, uninterrupted flow to be maintained from box car to shipping department.

## Dreamt I Had Million Dollars

dreamt I had a million dollars and didn't need to work any more. Wonderful!" my friend said. Was that all? How did your dream end?"

"Well," I said, "in my dream I thought of all I could do now. I had a million. I would buy a sumptuous home, and only the costliest automobile would satisfy me. Oh, I was cock of the walk, all right. My dearest wishes had been realized."

"What happened then?" my friend asked.

"So I told my story. It was just a tale.

I dressed and went for breakfast, there wasn't any. My wife was at work; the food she'd ordered the day before hadn't been delivered. Not even a newspaper or milk at the door when I opened it. I tried to call the grocery, but the phone was dead. So I said: "Well, I'll go for a walk and bring back something for breakfast."

The street was deserted. Not a car, streetcar or taxi running. I looked on. Nothing in sight. Thinking that this was the case only in my own neighbourhood, I went to another. Not even a train moving. Then some people began to appear on the street. At first only a few, then a good many, and finally hundreds.

Joining them, I began to ask questions. "What's going on? Where can I get something to eat?"

Then I got a shock! Someone said: " Didn't you know? Everyone has a million dollars and no one will have to work any more."

### We Depend on Each Other

At first I was astounded. I thought it was a mistake, a horrible mistake. But there was no mistake about it. It was really true. Everyone had a million dollars and thought that work was for them.

Then it occurred to me, more strongly than ever before, that we depend on one another, that my hours had a distinct place in the common effort for the welfare of the human race. All thought of getting a million dollars left me at that moment.

I woke up. My dream was over. The sun was shining, the birds were singing and my wife was preparing breakfast. Looking out the window, I saw a host of people engaged about their tasks, each one contributing his share to my existence, just as I contribute mine to theirs. I said to my wife: "Hurry with breakfast, dear, I'm anxious to be off to work."

Wealth — real wealth — is an accumulation of labour, whether it is in the form of farm produce, the

## WINTER WORK SHORTAGE EASED BY MARITIME DAIRY TEAMWORK

**Sydney, N.S.** — "Do It Now" has evoked a heartening response from one Labour-Management Committee. At the *Brookfield Dairy Limited*, company and staff representatives are again planning to rearrange their production program in order to keep as many employees as possible working full-time during the coming Winter months.

Last year, largely as a result of decisions reached in its Labour-Management Committee meetings, *Brookfield Dairy* reacted to the Department of Labour's "Winter Work" appeals by instituting measures to assist both its own personnel and the community at large.

Arising out of proposals made by Committee members, these

measures enabled the company to keep a practically full-time staff employed all Winter. One of the men retained in this manner was the father of six children. But for the remedial steps taken on his behalf, he might have been faced with the grim prospect of going jobless until Spring.

*Brookfield* shouldered an additional generous share of responsibility for the welfare of the community by undertaking several new projects which required the services of local carpenters, electricians and plumbers throughout the Winter months.

"These projects not only helped local labour; they also enabled the company to give faster and better service to its customers and friends," reported William Hill,



WINTER WORK planning gets an early start in *Brookfield Dairy's* Labour-Management Committee.

Seated, left to right: W. Hill, committee secretary, mechanical; V. F. Coffin, general manager; D. McVicar, ice cream production.

Standing: R. Morrison, milk sales; D. Cox; E. Head, drivers; C. Terris. (Absent: T. MacNamara)

houses we live in, the clothing we wear or the roads we travel. Everything we possess represents work, whether it's intellectual work or manual labour. Even our savings show an accumulation of labour.

Any person or group which claims to be solely responsible for our well-being is decidedly mistaken.

Who is responsible for prosperity?

"I am," says the banker.

"I am," says the farmer.

"I am," says the politician.

"I am," says the union leader.

"I am," says the businessman.

"I am," says the manufacturer.

"I am," says the worker.

"Le Cable"  
*Aluminum Company of Canada*

## CNR Receives Safety Award

**Montreal, Que.** — For the second consecutive year, the CNR has been named the winner of the annual Public Safety Activities Award, presented by the National Safety Council of the United States. The CNR is one of only 16 railroads in North America to be awarded the honor.

The CNR's program to promote public safety is carried out by one of the foremost safety staffs in the country. Facilities include a theatre on wheels which travels from coast to coast.

It has contributed much toward making *Brookfield Dairy* a happier, healthier and more productive organization.

The Labour-Management Committee at *Brookfield* was recently reorganized in a deliberate move to strengthen the amicable relations existing between management and staff. Meetings are held bimonthly, and the members, in addition to fulfilling their regular functions, discuss the ideas and suggestions put forward by employees to promote safety, welfare, sales and improved working conditions.

The 55-member staff of *Brookfield* is continually urged to submit such proposals to the Committee. Action is always taken when the group is in general agreement that the suggestions offered are both feasible and economical.

### Social Program

"This spirit of harmony has been aided by our sponsoring of social events," said Mr. Hill. "They are a means of extending this goodwill to the entire staff. At dinners, dances and parties jointly arranged by the company and its employees, we have come to know each other better."

"Recently we held a staff banquet and dance—the first of what is now to become an annual affair. Our Labour-Management Committee also intends to plan regular picnics and other activities for the Summer months."

Mr. Hill paid a warm tribute to the Labour-Management Co-Operation Service of the Department of Labour. "We are indebted to George Yorston, your representative in this area," he said. "It was his personal counsel and guidance which led to the successful formation of our Labour-Management Committee."

"Before it was organized, there was suspicion and discouragement in our midst—real barriers to success in business. These have been replaced by ambition, mutual understanding and rising hopes. There is an entirely new atmosphere at *Brookfield Dairy*."

# Run, Don't Walk, To The Nearest Rumour

Action, not silence, is the soundest strategy in dealing with rumours. This is especially true in the case of unpleasant rumours, since they travel at an amazing speed and may cause extensive damage.

Action alone is not enough, of course. Leaders in labour and management circles have long recognized that there are two basic requirements for coping effectively with crises fomented by rumour: One is a history of respect and trust between the boss and his employees; the other is an easy, informal line of communication between them. These conditions do exist where labour and management have established a tradition of dealing fairly and honestly with each other on all matters of mutual concern.

As for "getting through" to each other in periods of stress, one industrial relations counsel has wisely suggested: "Build your listenership in times of harmony and you will have it in times of turbulence."

The grapevine flourishes and wreaks the greatest havoc in organizations whose employees feel suppressed and cut off from management; for rumour breeds and multiplies in a stifling atmosphere. Furthermore, to use a human being like a piece of equipment, and never to seek his opinion, is little more than an implied insult. The best instincts people possess cry out against the inhumanity of spending one-third of their lives in a paternalistic community in which they have little or no voice.

Man is normally inclined to play some part in bringing order into the environment in which he finds himself. Where this privilege is denied him, where he is met only with silence or imperfect communication, the resulting tension he experiences may become so intolerable that he will resort to the creating and spreading of rumours in order to feel that he is exerting some measure of control.

The frustrations which inhibitory conditions impose are the more comprehensible when we remember that some of the bloodiest incidents in history were set ablaze by a smouldering, resentful minority which felt ignored and "outside" because of the indifference of others.

The antidote for rumours and rumour-mongers, then, would appear to be pre-established harmony and joint action. Which sounds as though we're back again on our twin themes of Labour-Management Co-operation and Labour-Management Committees.

## Radio Drama Series To Explore Value Of Joint Consultation

Ottawa, Ont. — Radio listeners across Canada will soon have an opportunity to hear the story of joint consultation and learn how labour-management co-operation is contributing to stability and harmony on the industrial scene.

Commencing on Sunday, October 11th, the "Canada At Work" broadcast series of the Department of Labour will present four 15-minute radio plays on the subject of labour-management teamwork in industry.

### Generate Excitement

Prepared from background material provided by the Labour-Management Co-operation Service of the Department of Labour, these plays manage to generate some real excitement around the philosophy which says that labour and management—without any surrender of their individual rights—can form a partnership of mutual respect and trust to further their common interests.

"The Two-Way Street", "Top of the Iceberg", "Plans are for People", and "On Your Agenda" are the titles of the plays. They will be carried by 71 stations across Canada on October 11th, 18th, 25th and November 1st respectively. Listeners should check with their local stations for the exact broadcast hour.

### CANADIAN SCHENLEY

(continued from page 2)

tee which has been in operation almost since the firm started in business in Valleyfield.

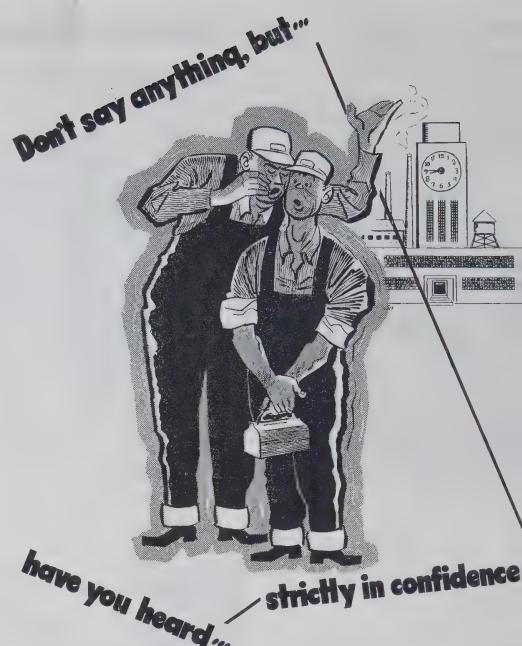
The Committee deals exclusively with safety and plant housekeeping. Recommendations and suggestions made by the Joint Consultation Committee are passed on to the safety group for evaluation and implementation.

Their achievement can best be summed up by reference to the current tally: the men and women at Schenley have attained 363,860 accident-free hours from November 1958 to July 1959.

The housekeeping plan operates this way. One day each month, chief security officer Georges St-Onge and two members of the Safety Committee set out on a tour of inspection and rate each one of the plant's nine divisions: boiler house, distillery, maintenance, general stores, bottling, blending, coopering, offices and warehouses.

That the inspectors can be tough is obvious from the evidence: an oily rag left lying around may knock a department's score down as much as 30%, as such an item is not only poor housekeeping but also a potential fire hazard.

Management and labour both feel that plant cleanliness is essential for plant safety, and there is a "no nonsense" air in the approach to good housekeeping. If on two consecutive inspections it is found that no attempt has been made to



## STOP RUMOURS THROUGH UNION-MANAGEMENT CONSULTATION

Stereotype mats and gestaprints (for use on duplicating machines) of above are available without charge to company and union publications.

remedy an undesirable situation, there will be a heavy reduction in points.

"These inspections are not child's play," insisted Superintendent LeFebvre. "They are of a serious nature and were designed to reduce accidents."

The scoring system used is as follows:

Average	—60 to 75%
Good	—76 to 85%
Very Good	—86 to 90%
Excellent	—91 to 100%

Asked whether the inspections had caused a noticeable improvement in plant cleanliness, Mr. LeFebvre replied:

"When they started in June 1958, the average in some departments was only 62%. Since then that average has climbed to 80%.

\* \* \*

Management and labour at Canadian Schenley Limited have every

right to be proud of the progress they have achieved as a result. They point to joint consultation as one of the principal explanations behind the Valleyfield plant's efficiency, cleanliness and freedom of communication between employees and company. And all agreed that labour-management co-operation has enabled the plant to reach the goal which all industry prizes most—that peak of stable working relations called morale."

In the words of resident manager Haffey, "It is human nature to want to talk things over in a congenial way. Everything the Committee discusses is for the benefit of everyone in the plant. We're all in business to produce quality products. Canadian Schenley. Consequently our meetings have provided us with an informal place to express our few opinions."

## TEAMWORK in INDUSTRY

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Hon. MICHAEL STARR  
Minister



A. H. BRONFMAN  
Deputy Minister

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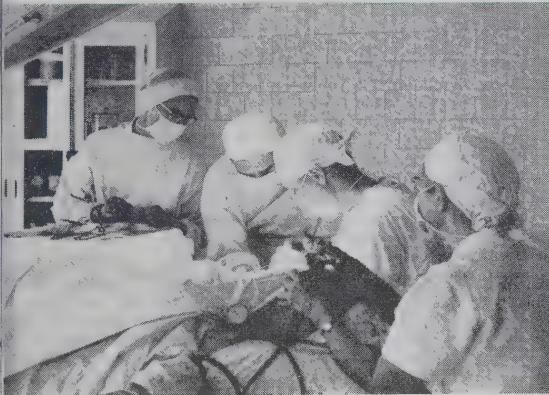
# WORK in INDUSTRY

XVI—No. 11

OTTAWA, CANADA

DECEMBER, 1959

LIBRARY



ATION in progress at the Winnipeg General. According to management men the hospital's 15-member Employee-Management Advisory Council is making an effective contribution to the welfare of both patients and staff.

## Employee-Management Council Boon To Winnipeg Hospital

### The Advisory Council

innipeg, Man.—At the 900-bed *Winnipeg General*, the largest hospital in this city and one of the best in Western Canada, experience over the past two years demonstrated convincingly that management-co-operation can make an effective contribution to the mutual welfare of patients and staff, and to the successful operation of the hospital itself.

### Extensive Services

The *General's* facilities were expanded during September, 1958, with the opening of its new North Wing. A second building, separate from the main structure, houses the "maternity pavilion". The hospital operates an out-patient department (which works in conjunction with the social service department), maintains an "eye bank", and is staffed to provide psychiatric care.

The *Winnipeg General* is also a teaching hospital, providing training for medical students, dental nurses, and X-ray laboratory technicians. Furthermore, special groups such as operating engineers are trained within the hospital.

Finally, the *General* operates a laboratory for the University of Manitoba. It was in this laboratory two years ago that a new influenza virus was isolated.

Rendering its own special assistance to the variety of humanitarian, educational and research activities being carried on at the *Winnipeg General* is the Employee-Management Advisory Council, whose members represent both management and the hospital's 1,350 employees.

The council—or EMAC as it is commonly called—was established (see page 2, column 1)

### Conference Appeals For Understanding Between Two Groups

Ottawa, Ont.—The Canadian Catholic Conference recently appealed for greater understanding and co-operation between labour and management groups.

The Conference, a voluntary association of Roman Catholic archbishops and bishops in Canada, said such groups must be strong, active, democratic and free from undue outside interference.

The statement also pointed out that Canada should appreciate the "good fortune" that it has no experience of open and systematic warfare between management and labour.

### Fails Short

"Nevertheless," it added, "the situation in Canada still falls short of the Christian social ideal.

"If there is no bitter struggle between the leaders of management and labour, neither is there any practical, effective, constructive collaboration, except during times of armed conflict."

"It is not sufficient for Christians to reject class warfare in theory. They must will and create class collaboration, in fact and in spirit. Management and workers must try to meet on concrete common grounds of thought which are capable of becoming grounds of action."

The Conference urged that leaders of management and labour get together to exchange ideas on such

### Winter Work Expanded Through Joint Effort At American Wringer

Farnham, Que.—Introduction of a new line of merchandise is the *American Wringer Company's* contribution to the "Winter Work" program now under way in the Farnham area.

The firm regularly manufactures rubber covered paper machine rolls and rubberized rain coats, but in September it started production of a new line of ski parkas. Expectations are that this will provide employment for a substantial number of employees who would otherwise have been scheduled for layoff during the winter months.

According to L. Deveault, office manager, "Winter Work" discussions are an annual feature of Union - Management Production Committee meetings in the months prior to the onset of the winter season. The committee is composed of representatives from both management and Local 602 of the United Rubber, Cork, Linoleum and Plastic Workers of America (AFL-CIO/CLC).

The group is currently looking into the possibilities of a further expansion of its winter manufacturing program.

problems as unemployment, development of natural resources and social legislation. Government also should encourage the establishment of "management-labour commissions" or "economic councils" to discuss the problems.



WINNIPEG General Hospital is the largest in the city and one of the biggest in Western Canada. New North Wing shown here has raised in-patient facilities to 900 beds.

## EMAC AT WINNIPEG GENERAL



**WIDE REPRESENTATION** of departments and facilities at the Winnipeg General Hospital is a notable feature of the EMAC.

Left to right: Miss D. Sorenson, CSR; Miss E. Hilborn, pantry; Mrs. M. Newton, housekeeping; J. Sullivan, orderly; P. Patrick, painter; Miss J. Kaminsky, lab. tech.; Miss B. Keely, radiographer; Dr. P. Warner, director of bacteriology, EMAC chairman; J. B. Wallace, director, personnel; Miss I. McDiarmid, director, social service; Mrs. V. Noble, medical records; Mrs. B. Bartell, office, EMAC secretary; Miss E. Turner, nursing; Mrs. D. Hook, admissions; A. Townley, laundry.

(Continued from page 1)

in February, 1958. It meets monthly under the chairmanship of Dr. P. Warner, director of the bacteriology division, to discuss methods of improving service to patients, general organization and hospital facilities. The group's members consider that the council has also been "an invaluable aid in building up employee satisfaction".

Management firmly believes that an employee must feel he is an important part of a worthwhile endeavour if he is to perform well on his own particular job. Consequently freedom to offer suggestions and criticisms is actively encouraged.

Council members point out that the worker who feels his boss will never be interested in his ideas soon loses enthusiasm for his work, whereas the man who knows he is free to offer suggestions, or even criticize, will develop considerably

more faith and confidence in both the hospital and the job he is doing. This attitude of the council alone has helped to achieve significant advances through bettering employer-employee relations and creating greater job satisfaction among the staff.

### Proof of Progress

Among the many tangible accomplishments of the Employee-Management Advisory Council at the *Winnipeg General* are the formation of a safety committee, improvement in staff facilities, better maintenance and repair of equipment, and more effective employee-management communications. In addition, many valuable ideas and suggestions have been put forward at EMAC meetings. Management of the hospital has made it a practice to deal with these as promptly and fully as possible, and a high percentage of them have been adopted.

Council members claim that, even more important than these tangible results, is the fact that "management and employees have been brought more closely together by making their problems known to each other". As one member explained further, an employee who is brought to a fuller understanding of the hospital's over-all functions, and of how his particular job fits into these functions, is thereby equipped to perform a more efficient role.

### The "Nudge" Committee

One rather interesting and different feature of the *General's* EMAC is the existence of a "Nudge" Committee. According to T. I. Jongerius, alternate personnel department representative on the council, this sub-committee, consisting of four members of the main labour-management body,

## Plant Waste Losses Greatly Reduced By Active Co-Operation

St. Boniface, Man.—The waste reduction program set up last June by the Labour-Management Production Committee at the Winnipeg plant of *Martin Paper Products* succeeded in substantially cutting waste costs in its first month of operation.

According to the committee's chairman, production manager D. Bartlette, management in industry generally is well aware of the financial toll exacted by waste in any manufacturing operation. He feels that the main problem to be faced is one of communications: How to put across to the worker the facts about the high costs of waste? How to generate support among employees so that the problem of losses through waste may be licked?

"This is one of the important subjects we discuss at our labour-management meetings," reported Mr. Bartlette, "and we have tackled it on numerous occasions. In the manufacture of corrugated containers, paper represents the largest cost; therefore the greatest savings can be realized by keeping the waste and spoilage of paper to a minimum."

### Committee Suggestion

Over the years the Labour-Management Production Committee at *Martin Paper Products* has devised a number of techniques for drumming up employee interest in a waste reduction program, with varying degrees of success. However, a recent meeting came up with a winner.

A member suggested that conventional talk and posters were not enough—that some sort of (see page 4, column 3)

meets periodically with the hospital's administrator, Dr. L. O. Bradley, to review suggestions previously introduced by the EMAC.

True to its name, the "Nudge" Committee is credited with having achieved immediate action on numerous problems. In the case of suggestions that have had to be shelved temporarily, the committee delivers to council members a full and satisfactory explanation as to why these are being kept in abeyance. The accomplishments of this small group have made its role one of increasing importance in the hospital's labour-management program.

### Unity of Purpose

Reflecting on the work of the hospital's Employee-Management Advisory Council, Dr. Bradley said: "Establishing unity of purpose in an organization is a key objective of management in the



**FOREMAN** painter P. Patrick is maintenance staff representative on EMAC and a "Nudge" Committee member.

## General Motors, Can. Doubles Awards Employee Sugges-

Oshawa, Ont.—General Motors of Canada has announced doubled the maximum award will pay employees under its suggestion plan. Eligible GM workers will be able to win a top award of \$5000 for a suggestion which increases the company money, improves quality or plant efficiency creates plant safety.

The previous maximum established in 1951, was \$2500, has been won by five GM men.

E. H. Walker, president of General Motors of Canada, said the increase "is recognition of the valuable part played in the success of our business by the people who make suggestions."

Mr. Walker reported that \$3500 has been paid for suggestions accepted from 104,728 submitted by GM men in Canada since the plan was adopted in 1943.

"That's nearly 25 per cent participation," he said, "and an indication of the teamwork co-operation that sincere and working people can bring to play, even one as large as General Motors. The participants plan have fostered a spirit of initiative that can only bring greater success in the future."

Included in the plan are employees of four GM companies: General Motors of Canada, Oshawa and Windsor; *Ford Products of Canada*, Scarborough; General Motors Diesel, London, and The McKinon Industries, Cathartines.

Habits are cobwebs and cables at last.—Chinese pro-

attainment of its institutionalized technique of bringing a representative employee-management group to advise and recommend is a very useful one, very practical and psychological advantages that are of benefit to this hospital."

Commenting on the overall contribution of the council to the operation and long-term development of the *Winnipeg General*, Dr. L. O. Bradley, the council's current chairman, Dr. P. Warner, remarked: "The work of our EMAC has impressed us most strongly on the increasing awareness of our members—and the people they represent—that we are working together for a worthwhile purpose."

Bargaining agent for the hospital's employees is Local 1000, Winnipeg General Hospital Employees' Union, affiliated with the National Union of Public Employees (CLC).

## FROM ONE STEELWORKER TO ANOTHER

Have you ever stopped to watch a steel frame building being erected in a busy city street, or driven through an industrial area where a commercial plant was being built? Most people have, for the scale of steel construction is hard to hold an irresistible fascination for all of us.

No doubt the main attraction is apparent fearlessness of the workers as they walk beams and climb columns. To a great many people it has all the appeal of a gigantic circus display—an event not to be missed. I, like myself, it is just a job, my bread and butter. I have often heard spectators in construction crowds discuss daring deeds of the steel erector, or brag to the fellow to them that they could "walk steel". Some grudgingly remark about the big money we earn and the wild lives we lead. Others say we care for neither life nor limb either on the job or off. Not once have I ever heard among these people the word "safety".

Strange, you say, for a steelworker to mention safety! Not strange when you consider I like to take my kids to the movies on Saturday, to the beach in summer, and tobogganing in winter. And not so strange when you consider that my wife and I mean just as much to me as our family does to you.

It's unfortunate that safety is not a universal sixth sense instilled

in us at birth, for safe practice both on the job and in the home is a prime requisite for survival. Most steelworkers enter their trade equipped with a mixture of caution and iron nerves. Some gain their safe habits through company safety education or by witnessing a fatal accident. Others never become safety conscious. They are the victims—our teachers in the school of safe practice.

Most steelworkers start out with a cocky attitude, too proud to take a bit of advice from some of the oldtimers in the business. But we all learn our lessons sooner or later. I still have scars and memories to remind me of my foolish mistakes.

### No Hard Hat for Me

I recall my first accident very well. It happened in Saskatoon, where we were erecting an extension to the university. Safety hats were just coming into use at that time. I couldn't get used to wearing mine. It was either too hot in the summer or too cold in the winter. Lots of times I used the excuse that it got in the way when I was connecting, just so I could get into a riveting crew. Every time the pusher turned his back, off would come my safety hat. It got to be a game between the erection foreman and myself.

Then one day one of the boys bolting up the steel dropped his spanner and hit me on the shoulder. I spent three months wearing a cast to mend my broken bones. When I returned to the job I got



EMPLOYEES in the Transport and Delivery section of the O'Keefe Brewing Co. plant in Winnipeg won the National Safety Council Shield awarded by the Dominion Brewers Association.

Left to right: Mike Sarahan, shipper, receiving shield; Bill Hauser, brewmaster; R. A. Owen, general manager; safety committee chairman John Hauser, presenting shield.

my warning: If I didn't wear my hat, I didn't go to work. Needless to say, my safety hat hasn't bothered me from that day to this. I found out later that the man who dropped the spanner wasn't wearing his tool belt, and he got chewed out too for not working safely.

### Playing with Fire

My next lesson in safety was learned at a plant in Edmonton. Although I wasn't the victim, I participated in the accident. Believe me, you never forget it if you've caused one of your fellow workers to suffer an injury.

We had six riveting crews working on that job, and I was a heater in one of them. John was pusher for the riveting group, and our crew was out to break the job record and plug 350 holes this one day. Every couple of hours, John would come around to chew us out for not moving our heater's stage to keep abreast of the crew's progress. We kept promising to move the heater closer to the riveters. But as the day wore on, we figured we couldn't make our goal of 350 rivets if we kept taking time out to move the stage.

By mid-afternoon I was tossing the rivets some sixty feet from the forge to our catcher, Bill. Dusk starts to settle about four o'clock at that time of year, and the white-hot rivets resembled tracer bullets arcing through the sky. To the rivet-catcher in the half light of late afternoon, they looked like balloons drifting towards him.

We had about five holes to plug before breaking the record and quitting time, when Bill missed a rivet and got it in the face. Blinded with pain he started to fall head first into the hole. Luckily the

boys grabbed him just in time and got him settled on the riveting scaffold. We moved him down from the steel okay and rushed him to the hospital.

They were long anxious weeks for me until I learned at last that Bill's sight would be saved. He still carries the scars around his left eye from that rivet burn—a constant warning to me of the folly and danger of ignoring safety on the job.

### Still They Take Chances

I have seen other foolish accidents which caused much pain and injury, not to mention the loss of wages which brought hardship to the victim's family. There are still some steelworkers who continue to take a dare, or show off by riding the headache ball off the steel, or slide a guy line instead of using the ladder or climbing down a column. Others don't bother to wear burning glasses when they cope a beam with an acetylene torch, or to make sure their scaffold planks are cleated. Some don't bother to keep their equipment or clothes in good working condition, while others continue to walk blithely under crane loads.

I would like to leave my brother steelworkers with one last thought. Because of the hazards involved in our type of employment, we have all said at one time or another: "When we leave home in the morning we don't know if we'll return at night."

My belief is that this fear need not materialize—if we work with safety.

(The above article was prepared by R. M. McEachnie for employees of the DOMINION BRIDGE COMPANY LTD., Edmonton, Alta. Mr. McEachnie is a member of the firm's personnel department.)



Aerial view of the Dominion Bridge Company's factory at Edmonton, Alta. Labour-Management Safety Committee here reports a marked reduction in accidents since the introduction of a new safety program.

# CHRISTMAS GREETINGS

## The Big Challenge

Canada is becoming recognized more and more as one of the most important countries of the world. Its great natural resources, its abundance of power and its virile population continue to assure it of tremendous growth and increasing recognition. Canada is still the land of opportunity.

Yet, because of climatic conditions, many of our citizens are faced with unemployment during the winter months of each year. They are jobless in the land of opportunity.

In its short history of a couple of hundred years, Canada has faced many difficulties and solved many problems. The early explorer who described this country as the "Land that God gave Cain" has been proved wrong by a courageous and determined people. We have not yet, however, solved the problem of winter unemployment.

During the last few years, and again this year, we have been facing that challenge and trying to do something about it. Led by the Government of Canada, and with the support of provincial governments, management, trade unions, service clubs and community groups of all kinds, we are currently being asked to enlist in the annual "Winter Work" Campaign for 1959-60.

Success in this year's drive will depend upon the extent to which Canadians contribute to it. If we could respond to the slogan "Do It Now" in the way we once reacted to appeals for Victory Loans, there is no doubt that we would "go over the top". We are confident that a united effort in this direction during the coming months will sharply reduce unemployment and distress.

With this thought in mind, "Teamwork in Industry" wishes all its readers a very Merry Christmas and a Happy New Year.



## Employees Donate Time To Charity

**Syracuse, N.Y.** — Employees at the Crouse-Hinds Company have an effective system of raising funds for charitable purposes. Any employee who wishes to can put in five hours' work on designated Saturday morning and sign over his pay (at time and a half) to the company's Good Neighbour Fund. The fund is directed by a board of 12 directors elected from among the employees.

Crouse-Hinds lists four main advantages of the Good Neighbour Fund program:

1. It provides an opportunity for every employee to participate with his neighbour on an equal basis of five hours of his time.

2. No payroll deductions are made from regular weekly payrolls for contributions to community welfare agencies.

3. Only one campaign in the plant is necessary to raise funds heretofore raised by two in-plant

campaigns: tin can solicitations and a newspaper sale.

4. A spirit of co-operation is provided by this method of giving which generates a feeling of usefulness and good will.

DBA: *Monthly News Digest*

## Speed Is Best For Minor Grips

Job satisfaction is improved when companies move fast to deal with minor gripes, says Thomas A. Beaver of Ford Motor Company's industrial relations department. Employee complaints about such things as supervisor's smelly cigars and defective air conditioners are usually justified, and prompt company action can prevent major grievances, he states.

## QUALITY

People don't give a hoot about who made the original whatzit. They want to know who makes the best one.—Howard Newton

## PLANT WASTE

(Continued from page 2)

display should be erected to show employees exactly how well they were doing. The committee agreed with the idea and moved that it should be given a trial.

As a result, a thermometer-type board showing graduations from 8.5% to 11.5% was erected in the Winnipeg plant last June. The lower portion, up to 10%, was painted green, the centre section yellow, and the top portion, from 10.6% to 11.5%, was in red—representing "good", "average" and "poor" performance respectively.

On the "thermometer" were five indicators, three reading "last month", "month before" and "year to date", and two covering "last year" and "objective". At the bottom were slots into which slogans could be fitted—the first one used reading, "Our wages come from goods shipped and not from waste baled."

In order to attract a maximum of attention, the first display was placed at a location which all employees had to pass on the way to their respective work areas. Subsequently a second performance



**WASTE REDUCTION** "thermometer" was proposed by the Labour-Management Production Committee at Martin Paper Products' Winnipeg plant.

"thermometer" was stationed near the company's corrugating machine, from which most of the waste was emanating. This second display serves as a reminder to the men who are operating the machine, and permits the exhibition of wording that is pertinent to the function of that particular department.

## Prizes Go Down As Injuries Rise

**Chillicothe, Ohio**—The latest device used in safety contests reducing the amount of money available for distribution each time a disabling injury occurs. The scheme is in operation at the *Mead Corporation* where employees have the opportunity to win 22 cash prizes, totaling \$1,000 for each three-month period of disabling injuries.

One disabling injury eliminates the first prize of \$400; another knocks out the next prize of \$300, and the third eliminates the third prize. A fourth accident starts a contest and a new three-month competition has to begin.

## FREEDOM

Freedom is like a bag of sand. If there is a hole anywhere in the bag, all the sand will run out. Any group of our people are entitled to their rights, sooner or later. Groups stand to lose their freedom if they do not stand up for it.

—Robert K. Parker

## Employee Interest

About the success of the Labour-Management Production Committee's innovation Mr. Bartlette said: "Martin's employees are showing a keen interest in this performance display and are earnestly trying to cut down on waste in our Winnipeg plant. The indicators may be changed soon enough to satisfy the curiosity of many of our people. They appear genuinely interested to know how well they made out in the previous month."

## Two Achievements

Over-all reductions in waste were recorded on the performance scoreboard during both July and August. Delighted with staff response, plant manager S. J. Clegg attached to the display a "Thank You" to all plant personnel.

Remarked committee chairwoman Mrs. Bartlette: "No board, chart or other device will reduce waste without the whole-hearted cooperation of a company's employees. From the results so far achieved, Martin's feel they are getting that sort of co-operation."

Labor is represented on the firm's Labour-Management Production Committee by members of Local 830 of the International Brotherhood of Pulp, Sulphite and Paper Mill Workers (CLC).

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
Industrial Relations Branch, Department of Labour, Ottawa

Hon. MICHAEL STARR  
Minister

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A. H. BROOKS  
Deputy Minister

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# WORK in INDUSTRY

VOL. XVIII—No. 1

OTTAWA, CANADA

JANUARY, 1960

## O-OPERATION AT WESTON BAKERY TURNS OUT KINKS IN PRODUCTION

### Smoother Operations and Relations Result Through Joint Consultation

Kitchener, Ont.—Teamwork in industry is nowhere more of a guiding principle and an integral part of the production picture than in the food processing business. This view was expressed a few days ago by Vic Ursaki, general manager of the Kitchener plant of Weston Bakeries Limited, during an interview with visitors from the Ministry of Labour.

In elaborating his observation, Ursaki put forward a number of cogent reasons why joint consultation has become an important element in the operation of Weston's Kitchener plant.

"You should first understand," began, "that our whole manufacturing process here has been built to the concept of 'freshness guaranteed,' which is the company's motto. Consequently every aspect of our business—and production schedules in particular—must be set up to produce a fresh product today for sale tomorrow."

#### Demand Paces Production

Mr. Ursaki explained that because the public's requirements and buying habits vary from day to day, extreme flexibility is necessary at every processing stage. Demand tends to increase on Thursday evenings, each week, climbs rapidly through Friday afternoon and evening, and reaches a peak on Saturday mornings. Hence it is impossible to establish a uniform rate of output that will satisfy all consumers. Requirements on one day may be met by a production time of 12 hours, whereas another day may call for a run lasting 24 hours. Such irregular scheduling calls for quick decisions and the smooth working of human and machine facilities if a respectable production speed is to be maintained.

Another problem is control of the elements of the most important elements in the baking industry: time, temperature and humidity. Since the way in which these elements are handled is responsible for

the characteristics of appearance, aroma, taste and texture which customers have come to know and recognize as distinctly Weston's, the company ensures product uniformity through the use of precise automatic control devices on its plant equipment. The principal ingredients, such as flour and water, are weighed in automatically, so the human error factor is kept to an absolute minimum.

#### A Daily Way of Life

There are also elaborate electrical and mechanical provisions to guard against breaks in production once a run has commenced to roll. All of the plant's equipment is interlocked to prevent any sequence of events from leading cumulatively to explosion and fire. For the speed and efficiency expected of it, this equipment must be maintained in top condition at all times.

"As you can see," continued Mr. Ursaki, "a high degree of collaboration is a must. I would say that labour-management co-operation has become a daily way of life with us. Monthly meetings of our Labour-Management Committee meet certain of our needs, yes; but to be most effective, our employer-employee communications must serve us on a day to day basis.

"Some of the problems which arise here cannot be foreseen, so we have to be ready to deal with them instantly. Whatever happens, we must keep operating. When one of our employees runs into trouble—an unsafe condition, let us say—he doesn't wait for a committee meeting. He reports it at once."

To illustrate how quickly labour and management eliminate a production problem in Weston's Kitchener plant, Mr. Ursaki told the following story.

Jelly rolls were being cut one day on the cake finishing conveyor. Everything was operating smoothly when suddenly, just before lunch

(See page 2, column 1)



WESTON'S PEOPLE. Members of the Kitchener plant's Labour-Management Committee. Front row, left to right: Lorne Moore, production supt.; Jean Krynicki, cake dept.; Eleanor Glass, cake; Fred Schlegel, cake foreman; Hans Zurcher, bread foreman; Robert Becker, bread.

Second row: Don McCandless, sweet goods; Albert Bacher, maintenance supt.; Jim Richardson, executive assistant to the general manager; Ray Polzin, maintenance; Vic Ursaki, general manager. (Absent: Martin Bartolf, maintenance; Ron Goodwin and Gus Kiesel, shippers.)



WESTON'S PLANT. Here a complete range of bread, buns and cakes are baked fresh daily. Distribution is handled by company truck routes to stores within a radius of roughly 100 miles from the city.



**WESTON'S EQUIPMENT.** The Labour-Management Committee is active in arranging plant tours. Here a group of visitors watch part of the bread line in operation. Signs throughout the plant describe the bread-making process.

(Continued from page 1) time, the rolls began sticking to the fast-moving cutter. As the problem developed, production became impeded, and someone flipped the cutter guard out of the way to speed things up. The incident was reported at once and the equipment was closed down because employees operating it were now exposing themselves to an unsafe condition.

Plant engineers summoned to assess the trouble decided that a design limitation in the guard itself was causing the stoppage. The problem was debated right on the spot, and before the day ended, an alternate guard was installed—the prototype of an improved, finished model now in permanent use.

#### From the Bottom Up

Quality products, plant cleanliness, job safety, fire prevention, good relations and customer satisfaction—these areas are the chief concern of the Labour-Management Committee at *Weston's*. The group also holds plant dances, parties and other forms of employee recreation which the company sponsors. All departments—bread, sweet goods, cakes and maintenance, sales and office—play a part in its deliberations.

Mr. Ursaki spoke highly of the relations existing between management and the plant's 200 employees, members of Local 461, *Retail, Wholesale and Department Store Union (CLC)*. "We believe in free expression for all committee representatives and employees generally," he said. "We like to encourage activity from the bottom up, rather than from the top down."

As for other forms of joint labour-management communication, minutes of committee meetings are posted promptly on the plant bulletin boards and circulated to the union stewards. Additional steps to

expand the group's influence and usefulness were taken this past autumn when discussions were started on the merits of forming three sub-committees within the main body, one each for safety, plant housekeeping and fire prevention.

#### Union President Approves

Local president Harold Schieckoff, a driver-salesman with the firm, is impressed with labour-management co-operation at *Weston's*. "The committee has benefited both the company and the union," he asserted during a conversation with the visitors from the Department of Labour.

"I would even say that it is a good thing for our customers," added Mr. Schieckoff. "Through the LMC the requirements of both the company and the general public can be passed on to the employees for their reaction and assistance."

"Our relationship is a free and easy exchange, with nobody holding back because they're afraid to speak up. We've settled a lot of minor problems and differences in a friendly manner. I'd say we're more like a family here, with each of us having as much freedom of opinion as the next man."

Added local secretary, Don Banks: "The labour-management committee idea has given us all the feeling that we're playing on the same team."

General Manager Ursaki provided the closing comment for this latest look at a Canadian labour-management committee in action. Said he: "From the company standpoint, joint consultation at *Weston's* means selling employees on a proposal—not telling them. Through the techniques of co-operation we have discovered that our people have plenty of ideas we never thought of before."

## Public Works Group Celebrates Teamwork With Social Night

London, Ont.—The city works department's labour-management committee, one of four functioning at the municipal level in London, celebrated seven years of co-operation recently by holding its first social night.

Special guest for the evening's dinner and entertainment was the group's founder, Albert Elson of Windsor, who is an industrial relations officer and field representative with the Labour-Management Co-operation Service of the Federal Department of Labour.

#### Seven Years Old

Mr. Elson was instrumental in establishing the works and engineering labour-management committee seven years ago. He also assisted in organizing the city's most recent committee at the Dearness Home for London's elder citizens. Similar committees are functioning in the fire department and at city hall, whose personnel belong to Local 10, National Union of Public Employees. Local 107 of the same union represents the outside city workers.

#### Feature Article

During a brief address on the background of the labour-management co-operation movement, Mr. Elson revealed that the City of London's committees will be featured in a forthcoming article in the Department of Labour industrial relations news bulletin "Teamwork in Industry."

Some 45 persons—members of the labour-management committee, their wives and girl friends—attended the event. Among the guests were Ald. W. C. B. Howard, city council's representative on the labour-management body; James Ackworth, president of Local 107; Stanley Ball, chairman of the

## Head of Labour Council Makes Plea for Safety Joint Consultation

Sydney, Aust.—The Hon. Thom, MLC, president of the Labour Council of New South Wales, and general secretary of the Electrical Trades Union of Australia, has called on labour management to make use of joint consultation to reduce the number of accidents in Australian industry.

In an editorial titled "Trade Union Role in Industrial Safety", which he wrote in a recent issue of "Safety", a magazine published by the Australian Department of Labour and Industry, Mr. Thom said:

"Trade Unions are acting in the vital interest of their members by encouraging workers to be accident conscious and to operate with employers in making a joint effort to lessen the number of accidents if not eliminate entirely in their particular industry."

"In my opinion, this is one of the matters where joint consultation, particularly in large undertakings, could be of valuable assistance in convincing both management and workers that they have much to lose from industrial accidents."

"Even if joint consultation through safety committees and safety campaigns demand the expenditure of fairly large amounts of time and money, industry must not balk at this hurdle, as it is much less costly in the long run. Every step taken in this regard is a necessity so that the hazard of industrial accidents can be eliminated."

works committee; and A. Rowntree, city engineer. Chairman of the evening's program was Herbert Worton, works committee safety supervisor.



**WESTON'S PRODUCTS.** Freshness and product quality are two of the concerns of the Labour-Management Committee. The above display was for a plant tour.

# PUBLIC EMPLOYEES UNION URGES LOCALS TO FOSTER LABOUR-MANAGEMENT GROUPS

**ose Jaw, Sask.**—In the best interests of service in the municipal field this 10th Annual Convention of the Saskatchewan Federation of Public Employees recommends to its affiliated locals that they use utmost endeavours to foster Labour-Management Committees in their areas."

is sweeping endorsement of use of labour-management co-operation as a positive aid in municipal problem-solving came in form of a motion at the end panel discussion held during Federation's two-day convention this past summer. The information was just recently made available for reproduction in our work in Industry".

The subject proposed by the was titled: "Labour-Management Committees in the Public Service. Are they necessary? Do provide anything?" The resulting affirmative conveyed in Federation's motion was backed unanimously by delegates attending the convention.

To expose the various local representatives to a broad and balanced assessment of the value of labour-management co-operation in municipal government, the panel produced two speakers—one from management and one from labour.

## Management Support

presenting management's side of the picture was Carl McLeod, assistant city commissioner of Regina. In his opening remarks, McLeod drew the convention delegates' attention to one of the weaknesses in man. He doesn't like life alone; he has a natural desire to be with others. To fulfil this desire he has devised a variety of splendid institutions—among them marriage, clubs, societies and neighbourhoods. By establishing these institutions, man has overcome the problem of living alone; but, in doing so, he has introduced another—the problem of living with other fellow's point of view.

Irrespective of the setting—neighbourhood or business—is forever encountering this other point of view. He also discovers that the desire to have one's way is as strong in the next as it is in himself.

Turning to the job setting and relations between employer and employee, Mr. McLeod remarked: "It is my own view that labour-management committees have provided a vehicle whereby labour and management may exchange their different points of view on matters that affect both parties. There is, if anything, in any business, what is not of interest to both labour and management, for the

two contribute to the health of the business."

## Serving the Public Interest

The speaker pointed out that an awareness of human dignity, mutual respect and sincerity are the keys to successful, harmonious relations between men and groups, and the means of eliminating "fear of one another".

Continued Mr. McLeod: "I think we are only afraid of a situation if we do not understand it—if we do not know what is in the other person's mind. How can you understand the other fellow or appreciate his point of view if you cannot talk to him?

"Herein lies the value of labour-management committees; for the most effective medium of communication is neither radio nor television, but the human voice on a face to face basis.

"I am a supporter of what we call labour-management co-operation committees because they give people an opportunity to sit down to an exchange of knowledge in an atmosphere free of fear, doubt, suspicion and uncertainty."

Concluded Mr. McLeod: "On occasions I have been irritated because I did not get my own way. But it is a challenge to the stature of both management and organized labour to rise above natural human weaknesses and achieve our objective: to go forward in unity and certainty, serving the public interest."

## Faults on Both Sides

Presenting labour's point of view on the panel was Norman Krasko, secretary of Regina Local 21, Saskatchewan Federation of Public Employees.

"A common saying in the labour relations field," Mr. Krasko began, "is that 'top management gets the kind of labour relations it deserves.' This observation may seem a bit harsh, but in most cases it is an actual fact that the attitude of top management officials towards the union has an important influence on certain aspects of the relationship between them.

"I believe that the employers can get along with labour if they want to get along. Of course, this is not always true. Sometimes, especially if the union is young, it is likely to be belligerent; but usually the choice as to whether there will be war or peace rests with management.

"This comment is occasionally heard coming from management groups: 'As far as the principle of unions is concerned, I'm against them; I'd rather not have one here; I don't think it helps rela-

tions. But, mind you, once the union is in, I believe in working with it.'

"Some of us have heard these comments before and it is not difficult to visualize that the manner of working with the union may be such as to reflect this original basic rejection."

The speaker admitted that some employers are treated very coarsely and aggressively by a union's business agent, and that this eventually leads to poor relations for all employees. Nevertheless, he felt that where management is friendly to the union, there is usually harmony; and where management is hostile, there will generally be a great deal of conflict between both parties. Since management attitudes play the dominant role, management has more freedom than the union to act in initiating changes.

"Management spokesmen often assert the need for unions to understand management's problems," said Mr. Krasko, "but I believe there is an equally pressing need to understand the union's problems."

## Co-Operation is the Key

At this point the speaker stated his conviction that "co-operation" is the key to establishing harmony between labour and management, and he emphasized that a joint consultation committee was the logical starting point in any labour-management drive towards teamwork in business and industry.

Both unions and management recognize, Mr. Krasko explained, that they are mutually qualified to suggest ways and means of bettering working and safety conditions and to promote mutual understanding and goodwill.

"In many cities and in many types of industries," he said, "they have jointly organized labour-management committees to deal effectively with these problems.

"Obviously they have a mutual interest in such matters as improved working methods, safety, operating efficiency, elimination of waste in labour and materials, reduction of absenteeism, maintenance of good morale, promotion of educational and welfare activities and extension of sound public relations. To be effective, these factors need the support of co-operative endeavour.

"The common meeting ground provided by such committees—where representatives of labour and management can discuss their mutual problems without embarrassment, and where the man in overalls feels as free to speak as

(See page 4, column 1)

## Human Relationships Deserve Real Priority Says Welfare Director

**London, Eng.**—Human well-being and relationships deserve "real priority" in the world of industry and commerce, according to John Marsh, director of Great Britain's Industrial Welfare Society.

Writing in the latest issue of "Industrial Welfare" magazine, he advances the view that where technological achievement and the profit factor become the criteria for judging a society's worth, then people should be prepared to witness a rapid decline in our civilization and its values.

Concluded Mr. Marsh: "I have yet to meet a thoughtful and perceptive director, executive, union officer or shop steward who does not believe this to be a basic truth in our industrial affairs."

## Employers Concerned About Workers' Health

As U.S. corporations become increasingly interested in their employees' health, company medical departments are expanding greatly in scope.

More than 80% of 242 companies that answered a new National Industrial Conference Board survey require medical examination before any employee is hired. In 1948 a comparable study by NICB showed that only 50% had such a requirement. Periodic examination during the employee's career, and exit checkups when he leaves, are also becoming increasingly common and more complete than they were 11 years ago.

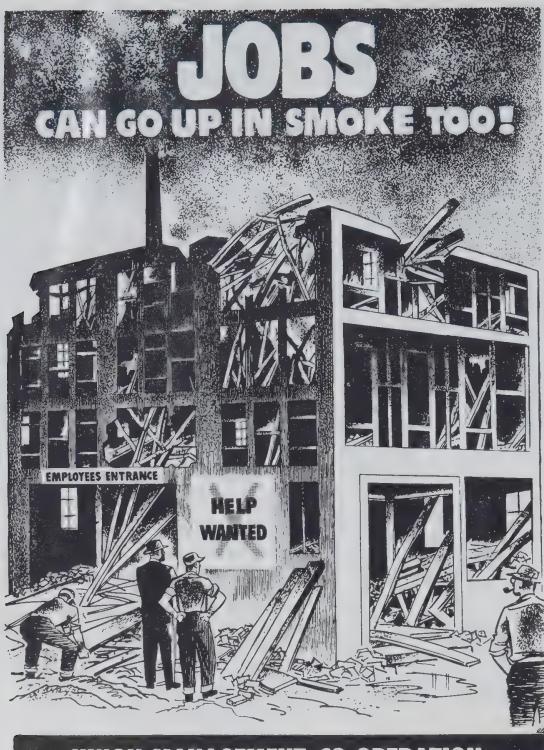
—Business Week

## Benefits Available To Industry Through Good Safety Program

**Ottawa, Ont.**—Nine substantial benefits are within the reach of every industry which adopts a well-planned, carefully conducted plant safety program, according to the "Safety News Digest", a publication of the Dominion Brewers Association.

The nine benefits, listed in the March "Digest", are as follows:

1. Better employee morale
2. Fewer employee accidents
3. Employee income maintained
4. Lower insurance costs
5. Greater production and plant efficiency
6. Lower operating costs
7. Fewer job placement problems
8. Fewer production interruptions
9. Better public relations.



## UNION-MANAGEMENT CO-OPERATION CAN PREVENT FIRES!

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### Public Employees Union Urges Use of L-M Groups

(Continued from page 3)

the management representative—is an enviable achievement. The benefits to be enjoyed through this level of co-operation are shared equally by employer and employee. I have always felt that no problem is so great that a solution cannot be worked out, to the satisfaction of both parties, through the medium of labour-management committee meetings."

#### Impatience an Obstacle

The Regina delegate warned that impatience is the biggest obstacle to the successful operation of a productive joint consultation body.

"The hostility and suspicion that have accumulated through the years cannot be wiped out overnight," he warned. "No man can change his attitudes by a mere act of will. Furthermore, a sudden change in outlook and approach by one side will doubtless, for a time, be suspected by the other. Any practical effort to improve labour-management relations should therefore be scheduled for a long pull. The two sides must lay careful

plans if they are to win each other's friendship and confidence. The opportunity to better their relations is a continuing challenge to leadership in the ranks of both labour and management.

"Quick results cannot be expected. Committees that have been set up were later disbanded because of lack of interest on both sides. Many who fail to see an immediate result conclude that an organization of this nature is of no value to anyone."

#### Benefits Hard to Assess

Mr. Krasko admitted that the accomplishments of labour-management co-operation committees are difficult to assess. But he insisted that this argument should not be used to deny them a fair trial.

"A channel of joint consultation between employer and employee develops a pattern of harmonious relations and sound morale," he insisted.

"The benefits of a high level of morale are both tangible and intangible," he affirmed. "There is, on the one hand, the lift and pleasure derived from being part of a staff where relations are good.

## Trial By Fire

The public is generally regarded as an indifferent mass, prone to ignore warnings issued on its behalf. However, in the wake of intensive fire prevention campaigns of the past two years, a reversal of attitude toward fire prevention may be in progress. It is true that deaths and destruction of property by fire might lead one to conclude that perhaps guardedly—that mass attitudes toward hazards have been altered by persuasion.

In 1958, 529 Canadian men, women and children died by fire—less than the 1957 figure of 638. In 1958, property destroyed totalled \$116 millions—\$17.5 millions less than the 1957 figure of \$133.5 million. Unfortunately this downward trend failed to show up in the number of fires reported. There were 82,088 in 1957 and 86,563 in 1958, an increase of 4,475 fires in one year!

At a glance one might conclude from these statistics that individuals have developed greater skill in avoiding death by fire, that the fire-fighting has evolved better methods of minimizing the amount of property damage, but that carelessness and indifference are still prevalent.

These two undesirable traits can only be controlled by programming and discipline. Productive strides in this direction have been achieved by industry through the use of labour-management safety and fire prevention committees. Their year-round campaigns are certainly the most effective way we know of keeping the individual aware of how dependent others are on the attitudes he displays toward their work. These committees do not allow a man to forget that a moment of carelessness is all it takes to cause widespread death and destruction of property valued in the millions, and loss of employment for possibly hundreds of his fellow workers.

Canada's annual per capita losses by fire—measured in terms of human life and money—are still the highest in the world, but we have seen a significant decrease in 1958. Let us hope that these next few months will prove this to be no accident but a positive move in the right direction.

To help achieve it, each one of us must resolve to add a heightened sense of responsibility and consideration for others which will mark the man of a *grown-up* adult. If we fail, as individuals, to grapple with this challenge, we will have demonstrated that it is indifference rather than concern that we feel toward our fellow Canadians.

## HAVE YOU EVER TRIED

To lace your shoes with one of your arms in a sling?

To read with a patch over your eye?

To sleep with an infected hand?

To walk with a fractured foot?

To button your shirt with burns on your fingers?

To eat with a dislocated jaw?

If your answer is "yes," you know that SAFETY IS NO MYTH.

## TEAMWORK BY AGREEMENT

"Man's greatest discovery is teamwork. Whether it is teamwork with fire, or the wheel, or the combustion engine, or atomic energy, or anything in the material world, teamwork is the world of ideas. The greatest discovery is teamwork by agreement."

B. Brewster Johnson  
Chairman  
Socony Mobile Oil Co.

There are also more tangible benefits. High morale generates thinking and planning; it stimulates initiative and enterprise; it is a vital ingredient of efficiency; and only in its atmosphere are people inspired to seek the best."

#### Communications Essential

"Closely associated with the building of morale is the establishment of clear-cut channels of communication," asserted Mr. Krasko, in concluding his address. "Ideally, employees should be kept well informed on all matters that directly or indirectly concern them. Management, on the other hand, should know what the employees are thinking and what they want to know. Only where there is a free flow of information can management expect to find that unity of purpose which is evidence of high morale."

"If management and labour are to achieve their mutual ends, they must work together as a team—or never reach the goal of success."

## TEAMWORK in INDUSTRY

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HON. MICHAEL STARR  
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Deputy Minister

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# WORK in INDUSTRY

VOL. XVII<sup>7</sup>-No. 2

OTTAWA, CANADA

FEBRUARY, 1960

## Committee Sponsors Successful Clinic to Help Blood Bank

Red Rock, Ont.—The Canadian Cross "blood bank" is richer 200 bottles of blood, thanks to initiative and community spirit shown by the Mutual Interest Committee of the St. Lawrence Corporation's Red Rock Mill ion, manufacturers of "Kraft" cheese.

Members of this labour-management committee had felt for some time that people in the district should be given an opportunity to donate their blood to the Red Cross. Hospitals in the area have depended for their supply on donors from Manitoba and the head cities of Fort William and Port Arthur, ever since the service was extended in February, 1957, from a central depot in Nipigon to hospitals in the Lakehead and district.

Following discussion of the matter, the Mutual Interest Committee was instrumental in having technicians come from the blood transfusion service in Winnipeg to set up a donor clinic in Red Rock's recreation centre.

### Idea Catches Fire

Before long the entire community started to be getting into the act. Prior to the arrival of the technicians, the committee arranged a canvass of blood donors throughout the company mill and elsewhere in the town. St. Lawrence employees were ably assisted in their work by a group of ladies representing various clubs and organizations.

A number of citizens then volunteered their cars for the variety of transportation chores that would be necessary, and to move Red Cross staff on to Nipigon another clinic. Local firms next lent the spirit and volunteered coffee, tea, sugar, cream and refreshments for the donors.

The one serious hitch in arranging things occurred when the train carrying the technicians from Winnipeg was over six hours late because of a derailment in Saskatchewan. Nevertheless, the clinic managed to collect 200 bottles of blood during the somewhat belated stop-over caused by accident.

(See page 2, column 1)

## RAILWAY'S LABOUR-MANAGEMENT PLAN STILL FLOURISHING AFTER 35 YEARS

### CNR Movement Regarded As Great Advancement By Company and Unions

Moncton, N.B.—A labour-management plan that had its beginning in Moncton and has spread throughout Canada, the United States and overseas, is now in its 35th year.

Regarded by employers and employees alike as one of the greatest advancements in its field, the plan introduced and developed by Canadian National Railways has worked exceedingly well and continues to play an important role in industry and commerce.

Founded on the fundamental principles of democracy and human rights, the co-operative labour-management plan has been responsible for uninterrupted progress in the collective endeavour of big and small business.

Moncton and the CNR may justly be proud of their contribution to this partnership arrangement which provides an invaluable instrument for solving so many problems while working for the betterment of all concerned.

### Active Force

One of the most dynamic motive

forces behind the progress made by the Canadian National Railways through the years has been the operation of two committees whose work, for the most part, receives little public attention.

The committees and their branches, which extend through districts and divisions, make up part of what is known as the Labour-Management Movement. One deals with motive power and car equipment and the other with maintenance of way. From the basic divisional units up, each committee is composed of equal numbers of representatives of labour and management.

At the risk of over-simplifying, it might be said that the Labour-Management Co-operative Movement pioneered by the Canadian National has grown out of the elementary human desire for improvement.

Progress and betterments stem from individual ideas, and to provide the necessary machinery for giving consideration to and taking appropriate action on such ideas is the purpose of the co-operative movement.

### Forum

It provides a forum in which representatives of both employees and management can meet on com-

mon ground, where each side can hear what the other fellow has to say, and where suggestions from both sides can be given every possible degree of expert analysis, before judgment is finally passed on their practicability.

In so far as Canadian National is concerned, the formal recognition by both sides of the advantages of employer-employee co-operation is an established fact, and the movement is solidly grounded and growing.

The field of activities covered by the co-operative meetings on the shop committee, regional committee and system committee levels is amazingly wide and embraces practically every field of operation.

It was in 1923, when the various railway systems that form the component parts of the Canadian National were amalgamated that it was found desirable to harmonize the various practices affecting the operation of mechanical department facilities.

To bring about co-ordination of these conditions, consideration was given to a number of plans and special studies were made in which employees' representatives worked with management. These resulted in the first steps being taken in the

(See page 3, column 1)



CNR's "Super Continental" winding its way through the Canadian Rockies. (Photo courtesy CNR.)



EMPLOYEES of the Red Rock mill division of the St. Lawrence Corporation line up at the recreation centre to donate blood to the Red Cross. The idea originated in the mill's Labour-Management Committee.

### BLOOD BANK (Continued from page 1)

Other Centres Join

The committee's desire to lend assistance to the humanitarian work of the Red Cross indirectly created an interest that spread beyond the town limits. Its voluntary offer prompted the blood transfusion service in Winnipeg to contact organizations in Nipigon, Schreiber and Terrace Bay in advance of their technicians' field trip to Red Rock. Response was immediate, so the service was able to set up three other temporary blood donor clinics on the one trip; and it now looks as though this four-town clinic will become an annual event.

### Causes of Accidents Cited in Article By Health and Welfare

Ottawa, Ont. — Carelessness, apathy, inattention, fatigue, disinterest, fear, worry, anxiety and nervous tension are the principal causes of the great majority of industrial accidents, according to safety engineers.

This information is contained in an article titled "The Individual and Industrial Accidents", appearing in a recent *Occupational Health Bulletin* issued by the Department of National Health and Welfare.

The article goes on to say that underlying the behaviour of all human beings are certain basic needs and wants which are common to everyone—security, opportunity, good health, recognition, satisfying social relationships, and a happy family life. To the degree that a person gets these, or feels he is making progress toward them he is satisfied in his daily life both on and off the job. If he is deprived of them, or he feels he is being denied the opportunity to work for them, he becomes tense, anxious, restless, worrisome, and generally less efficient in his work. This state of affairs results in predisposition

Employment supervisor S. J. Pineau, who is secretary of the Mutual Interest Committee, reports that several community efforts have been sponsored by the group. Others are the annual Red Cross drive for welfare funds, and a canvass to find members who will serve as administrators on the town's recreation association.

Employee members of the committee belong, variously, to Local 528, Pulp, Sulphite and Paper Mill Workers; Local 255, Paper Makers; Local 1565, Electrical Workers; Local 865, Operating Engineers; and Local 267, Office Employees. All of these are international unions affiliated with the Canadian Labour Congress.

toward accidents in certain individuals."

Commenting on the article, the *IAPA Accident Prevention Bulletin* remarked: "Supervisors who note signs of fatigue, boredom or tension in any of their workers would be well advised to both make sure that any machines on which such workers are working, are adequately guarded, and the guards in proper adjustment, and to seek out an opportunity for a chat with such workers individually, and tactfully get them to talk about whatever problems they may be having. Just an opportunity to talk out such worries helps to release the individual's tension and so make him a more effective and safer employee."

### APOLOGY

The January issue of "Teamwork in Industry" carried an article on the 10th Annual Convention of the Saskatchewan Federation of Public Employees, held last year in Moose Jaw, Sask.

The Mr. Carl McLeod referred to in the article is assistant city commissioner of Saskatoon, not Regina. We apologize to Mr. McLeod and the cities of Regina and Saskatoon for any confusion or embarrassment which this error may have caused.—ED.

### Proper Communication Vitally Important To Labour and Management, Editor Claims

New York, N.Y.—Proper means of self-expression, how to listen to another man's point of view, and the significance of effective communication in the field of labour-management relations formed the core of an interesting editorial which appeared in a recent edition of the magazine, *Advanced Management*.

The writer's observations (in part) were as follows:

At a recent meeting, several executives worked on a program for the better part of a day. A week following the meeting, three of the participants set into motion actions which were almost exactly opposite to the conclusions I and some others had reached as a result of the conference. Why had men of intellect, goodwill and dedication come to such different conclusions from the same information? This experience has suggested some ideas on problems of communications.

More and more we are advancing in the area of technological communications. Data processing, through the newest instruments in the electronic computer field, makes information available almost instantaneously, yet it is often delayed when transmitted through people within our organizations. No matter how rapidly we process data, they cannot be translated into action any faster than the slowest manager in the communications link within our companies.

### Two to Speak Truth

The American author, Thoreau, once wrote, "It takes two to speak truth—one to speak, another to hear." No matter how right we are on a certain issue, if we are unable to communicate it to someone who must act upon it successfully it really has no meaning. This, I suspect, requires not only knowledge of one's subordinates, but a responsibility for helping them in their understanding of what you mean when you speak to them as their boss.

### Ineffective Leadership

A study just published after ten years' research by the Conservation of Human Resources Project at Columbia University reveals some insight into why some men failed in the Armed Forces. It provides an important lesson for management. Most manpower failures in the Army occurred not in combat, but in non-combat situations, and most of these occurred in units with ineffective leadership. Men failed when they were kept in the dark about what was going on, when they did not have access to their leaders, or when the leaders were indifferent.

In the February issue of *Advanced Management*, Dr. J. M. Jackson, writing on "The Organ-

ization and Its Communication Problem," said: "Communication between superior and subordinate often has consequences neither of them anticipates. It welcomes. It is especially designed to avoid problems of misinterpretation or ineffectiveness in area.

"A study was conducted by a public utility company where it was possible to vary experiments in the kind of communication supervisors gave their subordinates. People became anxious and concerned in response to two different conditions: when communications from their supervisor were unclear and when the supervisor was consistent in what he said one time to another. . . ."

### Deadlocks: Cause and Cure

A great teacher of communications, Dr. S. H. Hayakawa, speaks of these communication deadlocks. This is when shouting and shouting go on for so long but communication does not take place. Why?—Because each side is so defensive, each is so threatened, that neither is in a condition to open up and receive a new form of information or news or communications evaluations. He suggests the ways to break a communication deadlock is through what he calls non-evaluative listening. In plain language, it means listening without arguing back, listening in order to understand how the problem looks to the other person and why his resistance to the idea makes sense to him even if it doesn't make sense to you. When a supervisor listens to a subordinate instead of trying to shove his message down his throat, he is permitting messages to come through. Listening is so relaxing as being receptive, and it helps the other to moderate the rigidity of defenses. When this happens, it is a direct reflection in the mind of the people communicating of the most important part of this relationship, suggests Hayakawa, is when you are able to "I don't agree with you, but I can see why you believe as you do." When you say this, you are respecting the other individual as a member of the human race. Once this attitude is made that he, as well as you, has rational processes, communication is possible.

Intellect and industry are incompatible. There is more room, and will be more room, for combining them than schools seem to believe, or than the world imagines; life has enough for both, and its human potential will be increased by the union of the two.

Sharon

## CNR LABOUR-MANAGEMENT PLAN FLOURISHING AFTER 35 YEARS

(Continued from page 1)

development of the co-operative

The first meeting was held at Moncton in January 1925 and the plan was subsequently extended to cover all motive power shops at Moncton and, from the beginning, other major shops across the country. As the movement caught on in the larger centers, it was extended to include all engine and repair shops where more than 1000 men were employed.

### Extended

In 1930, the principles of the co-operative plan were extended to include the maintenance of way and structures department.

The co-operative committees in the sections are composed of representation from management and labour, the employees' representatives being elected by their respective crafts. Close to 1000 employees are affected by two plans.

The co-operative committees are dealing with a marked degree of success the purpose for which they were intended. They provide a chance for every employee to take an active part in furthering the plan he believes in. He thinks will be of benefit to himself and his fellow workers. They provide the committee with the means of letting the working staff in on proposed changes, and they provide both sides with an invaluable opportunity where differences of opinion, usually held, can be reconciled to the ultimate benefit of all concerned.

President Donald Gordon declared to the participants of a meeting

of the union-management co-operative movement, maintenance of way branch, "the efficient operation of this railway is as much your concern as it is the management's. We of the management do not consider ourselves miracle-men, and we will always welcome suggestions on ways and means to improve our service to the public."

On another occasion Mr. Gordon stated that "pride of craftsmanship, pride of individual effort and frank discussion between employer and employee are essential if modern railroading is to cope successfully with its economic, financial and competitive problems."

### Serious Problems

The president also said "we are faced with very serious problems of intensely increased cost of operation and we cannot escape competition. Management has a right to look to the men for better and more efficient service and the kind of things that will improve our service and our equipment and enable us to meet competition in its various forms. In turn, the men should have a better knowledge of the problems of management as such, and frank discussion between employer and employee will bring about the understanding partnership required in present-day labour relations."

At various times observers from different parts of Canada, the United States and elsewhere, including representatives of other industries and universities, have attended these meetings with the idea of establishing similar union-

## Inflation Solutions

Creeping inflation is generally recognized as a positive menace to American economic stability and growth. But there is a wide divergence of opinion as to how this menace can be stopped. President Eisenhower suggests that the initial responsibility for action rests with consumers, businessmen and labour leaders. It's up to them, he said, to halt inflation's steady rise by exercising voluntary restraint in buying, pricing and bargaining.

But management and union officials disagree. On the management side, Walter D. Fackler, Assistant Director of Economic Research for the United States Chamber of Commerce, points out that "our system depends on . . . competition . . . to admonish self-restraint presupposes that business and labour organizations have sufficient economic power to generate autonomous inflationary pressures . . . Surely vigorous enforcement of competition would be a wiser policy than to call for voluntary private restraint or to threaten possible imposition of price and wage controls."

On the labour side, AFL-CIO President George Meany believes the answer lies in licked unemployment. This can be done, he feels, by increasing wages and decreasing the workweek. The alternative, he adds, with tongue in cheek, is to "shoot 10% of the population."

*Management Record, 3/59*

management co-operative schemes in their organizations or studies.

(The foregoing article first appeared in "The Moncton Daily Times" and "The Moncton Transcript.")

## Safety Work Terms Accurately Defined

*Accidents, injuries, unsafe acts, and unsafe conditions* are terms common to all safety work. Their definitions should be known.

*Accident* may be defined as "an unplanned, non-controlled, and undesirable event or sudden mishap which interrupts an activity or a function." In applying this definition to the accident-prevention program, the supervisor should keep in mind that all accidents do not result in an injury. As a matter of fact, only a few of them do.

Depending upon the activity involved, the ratio of accidents producing injuries to those producing no injury varies over a considerable range. Accidentally touching a high-voltage bare conductor might produce an injury in each accident, but a worker could drop a heavy object hundreds of times without succeeding in hitting his toe. However, although an injury is not involved, a delay in production, damaged material, reduction of quality, or additional wear on equipment may be a product of the accident. Hence, the need for checking the no-injury accidents as well as those which produce an injury should be evident.

*Injury* may be defined as "the bodily hurt sustained as the result of the accident, such as laceration, abrasion, bruise, puncture, wound, foreign body or fracture."

*Unsafe act* may be defined as "a departure from an accepted, normal, or correct procedure or practice, an unnecessary exposure to a hazard, or conduct minimizing the degree of safety normally present." Not every unsafe act produces an accident. This is an important consideration in safety work. Generally a supervisor has ample opportunity to correct the unsafe act before an accident occurs.

*Unsafe condition* may be defined as "any physical condition that, if left uncorrected, may lead to an accident." Again, it is well to keep in mind that most unsafe conditions have been observed before the accident occurs. Thus, the supervisor has numerous opportunities to correct the unsafe condition before the accident.

(The foregoing appears in a book entitled "Modern Safety Practices," written by Russel DeReamer and published by John Wiley and Sons, New York. The author provides a comprehensive program for accident prevention.)



OPERATIVE CONFERENCE. CNR union and management representatives gathered at Moncton, N.B. last March for annual regional co-operative committee talks.

Seated at the head table, left to right, are: R. J. McLellan, International Brotherhood of Electrical Workers' regional general chairman and federated trades union president; Harold H. Hicks, general superintendent of motive power and equipment; and A. W. J. LeBlanc, secretary-treasurer of the federated trades and regional general chairman of the International Brotherhood of Railway Carmen of America.

"The art of progress is to preserve order amid change and to preserve change amid order."

Prof. A. N. Whitehead

# The Well Scrubbed Look

Letting the chips fall where they may has no place in modern housekeeping. On the contrary, Canadian business and industry is ever greater emphasis on good housekeeping practices because close link with plant safety and employee welfare.

Indeed many industries have discovered that good housekeeping not only inseparable from plant safety but also exerts a strong influence in the direction of improved morale and production, and reduced turnover. Obviously a clean, well ordered and pleasant working environment will attract and hold employees, protect them from hazards, promote the unimpeded flow of goods and services.

Then there is the visiting potential buyer to consider. He is probably interested in seeing evidence of an efficiency that will guarantee reasonable price, product quality and a production setup adequate to meet demands of his customers. The inherent limitations of an untidy plant are bound to have a negative effect on his thinking when he weighs the possibilities of stoppages caused by accidents, the careless workers that often results from a poorly kept work area, and the erratic operations associated with a cluttered assembly line.

The collective experience of labour-management committees in 1500 business and industrial enterprises across Canada deserves attention in this respect. Plant housekeeping is rated among the most important projects undertaken by these groups, many of whom have formed distinct sub-committees to deal with this aspect of their operations.

In short, godliness may or may not be what cleanliness is "next to". But housekeeping or the lack of it is closely related to safety, accidents, high and low productivity, good and poor morale, profit, loss, success and failure.

## THIS MAN IS GOING PLACES!

The man who has these qualities shows the leadership that will produce results for the company, and help him advance to a better job:

**Dissatisfaction**—because the man who is dissatisfied with present methods will look for better ways of doing things.

**Ideas**—because the man closest to the operation is best equipped to originate ideas and improvements.

**The courage to make mistakes**—because progress depends upon the willingness to experiment; and no trial is entirely without risk.

**Disagreement**—because yes-men don't get things done.

**Information**—because higher management needs to be informed; and because the good supervisor knows the people in his department.

**Firmness**—because employees respect a man who sticks to his guns.

**Fairness**—because people don't respond to a boss who plays favorites.

**Consistency**—because a superior needs to be firm and fair, not just when he feels like it, but all the time.

**Moral conviction**—because a leader can expect his example to be followed.

*Supervisory Management* 11/59

## New Wrinkle For Poster Contest

**Houston, Texas.**—Awarding a prize to employees for safety posters is nothing new, but this year's poster contest is unique in that it is being held in a fairly old hat, is effective means of stimulating safety-consciousness among employees. The same is true of poster contests among those who have a flair for art.

But progress never comes to a halt. At the Ethyl Company personnel are asked to submit safety cartoons with no limit. Judges then select six winners. In the second phase of the contest, employees are asked to indicate what they think is the best cartoon for each cartoon.

## 90% of Eye Injuries Preventable, Says

The National Safety Council reports that 60,000 of the eye injuries that occur annually in the U.S. industry are serious enough to cause temporary disability. Of these, 12,000 of these cause permanent damage.

According to NSC, nine out of ten of these injuries could have been prevented by standard cautions such as the wearing of safety glasses.

*DBA: Safety News*

# TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Division  
Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR  
Minister



A. H. BROOKS  
Deputy Minister

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Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

## GM Using Tags To Reduce Accidents

**Sandusky, Ohio.**—Quite often accidents are attributed to "just plain carelessness." However, at the New Departure Division of General Motors, analysis revealed a fact rather than an opinion: A disproportionate number of accidents were occurring on newer types of equipment. To solve the problem, a simple but extremely effective (three and one-half million man-hours with no lost-time accident is the current record) method of operation was put into effect.

Each new piece of equipment entering the plant is examined for safety features by the foreman involved, the plant superintendent, and the safety department. The check entails not only checking the safety of the machine itself but also the safest way of operating it. Then a tag is attached to it, stating that "an approved method of safe operation has been established" for the machine, implying that the operator will be guided in using the equipment by preset safety standards which have been or will be explained to him by his supervisor.

## The Man Who Gripes Produces the Goods

Extensive inquiry into the factors governing human productivity, conducted by the Institute for Social Research at the University of Michigan, has thrown new light on the nature of the gripe.

In the absence of serious psychic disturbances, the man who gripes about his work, his boss, and his company is better executive material than the man who either has no complaints (and may be emotionally subservient) or keeps them to himself (possibly because he lacks courage to express them).

There is evidence that the personality characteristics that dispose a man to expressions of criticism are also the very ones essential to competence.

Other studies confirm this. It has been found, for example, that the more creative a person is, the more likely he is to be in conflict with his associates and superiors.

Allen Hewlett  
Advanced Management

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# I WORK in INDUSTRY

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MARCH, 1960

## ACTIVE BURNS PROGRAM SPARKED BY 16-YEAR-OLD PLANT COMMITTEE

**Production and Morale Both Aided By Teamwork on Mutual Problems Say Company and Union Spokesmen**

Kitchener, Ont. — One of Canada's first practitioners of joint consultation—the Labour-Management Production Committee at the Kitchener meat packing plant of Burns and Co. (Eastern) Ltd.—is marking its 16th birthday this year.

Interviewed recently, spokesmen for the company and Local 139 of United Packinghouse Workers of America (CLC), reported on the progress the committee has made through its plant housekeeping, safety and suggestion programs, together with comments on what the group has achieved in the fields of employer-employee relations and communications.

### A Bit of Background

Before going into the details of labour-management co-operation at Burns' Kitchener plant, it might be interesting for the reader to take a look at the origin and history of Canada's meat industry.

This country's first settlers relied on wildlife—deer, fish, fowl, buffalo,

rabbits and bear—for their meat needs. However, this source of supply eventually became an uncertain and slowly vanishing one; and soon after permanent settlements had been established, enterprising men began to import live stock.

To preserve the meat of wild and domesticated animals, primitive methods of salting, drying and smoking were used. Later, meat was "packed" in large wooden barrels to facilitate storage and shipment. The term "meat packing" originated at this time and is still applied to the industry which dresses the animals at one end, ships the finished product to retail outlets at the other, and performs a multitude of handling and processing operations in between.

Today meat packing is one of the nation's leading industries, and the standards of its products have gained top recognition throughout the world. The livestock handled each year by Canada's meat indus-

try would fill 175,000 freight cars enough to make up a train that would stretch in an unbroken line from Winnipeg to Montreal. The meat handlers annually, distributed to 45,000 retail stores across the country, would load a string of refrigerated cars a mile and half long every day of the year.

An idea of the amount of money tied up in the meat industry can be gained from some figures published for 1956. In that year the meat packers of this country sold products valued at \$845 millions, paid close to \$670 millions for livestock and other raw materials, and distributed wages of \$90 millions among 25,000 employees. The raw materials for the industry are supplied by some 500,000 farms and ranches across the nation.

### The Problem-Solvers

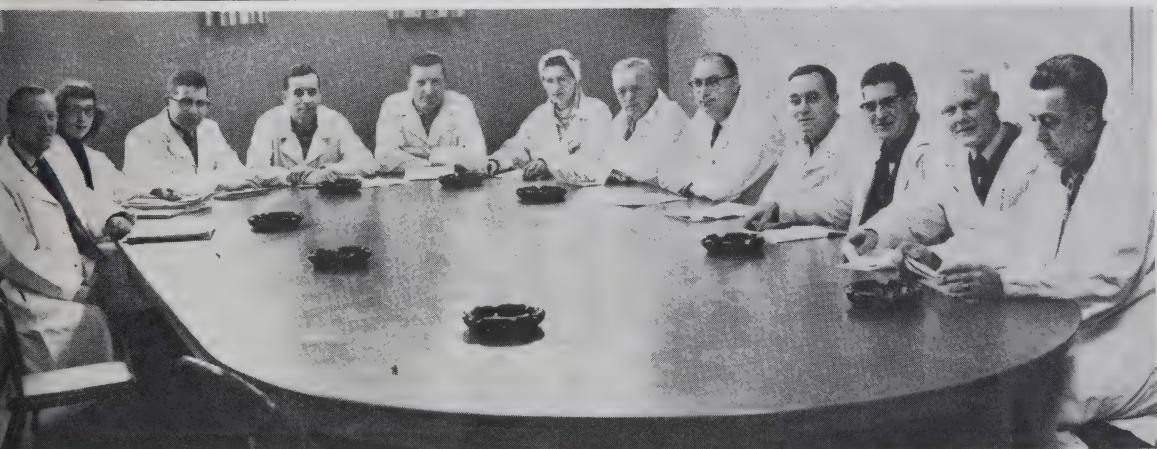
The Labour-Management Production Committee at Burns' Kitchener plant has been functioning since 1944. Its membership today consists of three permanent management representatives—plant superintendent George Bonnett, personnel manager H. I. "Bert" Longworth, and cost analyst and suggestion secretary Lewis Bradich

—and representatives from each of the plant's various departments, all of whom are elected by secret ballot: George Imhoff and Richard Neate, hog dressing; Walter Tyrrell, sausage kitchen; Miss Marion Reicko, bacon and pre-packaging; Vernon Mitchell, shipping and beef; Wilfred Rellinger, casing and by-products; Cyril Straus, curing and smoked meats; and Louis Kompan, maintenance. Mrs. Helen Spain is the committee's stenographer.

Mr. Kompan appears at the committee's monthly meetings to reply to any observations which might be made by personnel about the plant's equipment. With him present, any difficulties can be fully aired and cleared up immediately.

According to personnel manager Longworth, the chief problems brought into the committee for discussion and subsequent solution by co-operative labour-management action are those concerning production, product quality, plant housekeeping, employer-employee communications, and the safety and suggestion programs.

(see page 2, column 1)



SESSION at the Kitchener plant of Burns and Co. (Eastern) Limited is the firm's Labour-Management Production Committee. Left to right: Bert Longworth, personnel manager; Mrs. Helen Spain, stenographer; Lewis Bradich, suggestion secretary; Walter Tyrrell, sausage kitchen; Louis Kompan, maintenance; Miss Marion Reicko, bacon and pre-packaging; George Imhoff, hog dressing, president Local 139, United Packinghouse Workers of America (CLC); George Bonnett, plant superintendent; Richard Neate, hog dressing; Wilfred Rellinger, casing and by-products; Vernon Mitchell, shipping and beef; Cyril Straus, curing and smoked meats.

# JOINT CONSULTATION AIDING BOTH PRODUCTION AND MORALE AT BURNS' PLANT

## BURNS AND COMPANY

(continued from page 1)

### Plant Housekeeping

"Plant cleanliness and product quality go together and are high on the list, as they should be in any food processing business," explained Mr. Longworth. "The operations in our plant must be carried on under the most sanitary conditions. Our standards are high, and committee members assist us in maintaining them by keeping their fellow employees constantly reminded of our procedures and regulations."

Vigilance of a high order is made even more urgent by the pace at which a modern meat packing plant must work. Not only are all its products perishable, but the livestock marketed daily must be converted and processed from animals to meat and meat products within the space of a few days. There is in addition the pressure exerted by consumer needs, which must be supplied as rapidly as possible.

### Safety Program

*Burns and Company* use a variety of approaches in promoting safe working conditions and habits for the 650 men and women in their employ at Kitchener. Safety posters are on display in a number of prominent locations, and there are periodic safety drives to keep awareness at a healthy pitch.

Management also believes that fostering the interest of an employee's family in his attitude toward safety on the job has a contribution to make to the control and reduction of industrial acci-

dents. To promote this interest the company occasionally sends letters to each employee's home to stimulate his off-the-job thinking on the subject. The theme of one such letter stresses that "almost all accidental injuries can be avoided by alertness to unsafe work habits".

Committee members team up with plant foremen to lend the program impetus by keeping a watchful eye on the safety practices of their fellow employees.

Promotion of safe driving campaigns for driver-salesmen operating in and out of Kitchener receives a great deal of attention in both union and management quarters, and there is a lot of close co-operation in the search for the most effective means of getting the program across.

Each year the firm sponsors a banquet for its safest drivers, and awards are presented on these occasions. In 1959 top honours went to Lyall Bingeman for 108 consecutive months of accident free driving, Ted Linder for 88 months, and Tony Aberhardt for 80 months.

### Mining for Ideas

Biggest and most successful of the joint ventures undertaken by labour and management at *Burns* is the suggestion award program. When only eight suggestions were offered by employees in 1958, the production committee decided it was time to overhaul the whole system. Results have thoroughly justified the time and effort that went into the project. Although the revitalized suggestion program has only been operating since January

1959, 40 suggestions were received in the first 10 months of the year.

Cost analyst Lew Bradich is secretary of the suggestion committee. Its three other members also serve with him on the Labour-Management Production Committee. Some of the details on how the new system operates are worth enumerating.

Each month the committee selects a department to explore and stimulate for new ideas. Then a letter is mailed to the homes of all employees in that "department-of-the-month", alerting them to the suggestion canvass. Finally a cartoon placard and mobile suggestion box are stationed at a strategic spot in the department.

Contestants are not limited to the plant workers, of course. The suggestion committee goes after the firm's office and sales staffs with equal gusto. In all departments, first line supervisors are the key men responsible for pushing the program, but LMPC representatives assist by keeping their fellow employees well informed on campaign details, aims and incentives, and by lending encouragement when someone feels he may have the germ of a new idea. The general feeling of committee members is that "the closer we can get to the individual, the more effective the program will be".

"We find that going at one department or group at a time is the best way to keep the ideas coming along and to stimulate employee interest in the plan," explained Mr. Bradich.

### 'Break It Down'

Accompanying the letter and suggestion form which are sent to each employee explaining the cash benefits to be derived through keeping a sharp lookout for methods to streamline individual operations and thereby raise production levels, is a small booklet entitled "Break It Down". Its purpose is to assist *Burns* personnel in their search for newer and better ways to get things done.

The booklet suggests that an employee list every detail of the job exactly as it is performed, including the handling of materials, machine work and hand work. If the breakdown of steps is complete, the employee's list should show who does what, when it is done, and how it is done.

Next comes the heading "Analyze the Job", followed by a list of questions designed to guide the employee's creative thinking ability: Why is the job necessary? What is its purpose? Where is it best done—in which area or by what group? When should it be done—what time of the day, day of the month or season of the



AWARD winner Don Iza exhibits screen he suggested. In addition to other benefits, it is saving 3000 g of pickle yearly.

year? Who is best qualified for the job—what person or group? What is the best way to do the job—by hand, machine?

Following this is a second heading, "Improve the Job", a second series of questions: Is there any detail that can be simplified? Any details that can be eliminated? Any that can be combined? Can the job be done better? If so, how? If so, how?

Mr. Bradich and the suggestion committee make their recommendations to the Labour-Management Production Committee about various suggestions submitted by employees in the plant. If members feel that a suggestion deserves further investigation before being dropped or adopted, they have the prerogative to recommend that additional tests be made.

Whatever decision is ultimately reached, great care is taken to ensure that management, committees and employees are satisfied that every proposal has been given a fair trial.

When an employee's suggestion is adopted, he is awarded a prize amounting to 20% of the year's net saving to the plant. Labour and management agree on its usefulness, a recommendation is sent to management prior to the suggestion being forwarded to the company's head office in Calgary, Alta., urging that the innovation be tested through the firm's branch plants. If any of these branches decide to adopt the idea in their operations, the author receives additional awards.

### Recent Winners

Five employees at the *K* plant recently received awards for their time and money savings. Mrs. Violet Stumpf located and eliminated an unnecessary

(see page 4, column 1).



SAFE DRIVING awards are presented at the banquet sponsored annually by *Burns & Co.* in Kitchener for the plant's drivers. Top honours for 1959 went to three of the gentlemen pictured here. Left to right: Tony Aberhardt, for 80 accident-free months; Ted Linder, 88 months; and Lyall Bingeman, 108 months. On the right, congratulating the winners, is city alderman Harry Wambolt.

# IVE THEM RESPONSIBILITY WHILE THEY'RE YOUNG" GES WRITER IN "INDUSTRIAL WELFARE" MAGAZINE

The following article, written by Derek Milne Wordley, appeared in the July-August 1959 issue of "Industrial Welfare", published in Great Britain by the Industrial Welfare Society.)

One of the many things that vision has done is to prove that youth is offered a responsible it does not fall down on the You only have to think of the gsters who have seized the opportunities that television has led to them to see what I am. Not all youngsters can be TV stars—nor do they want but most of them do frequently a cry of protest that they are only the chance to prove their y.

any older people, in a position give young people a chance, e tolerantly at such claims, but usually do nothing about offering responsibility to others while are young.

There have been rare exceptions. Several examples come to my mind I quote them because they belong to two different generations. MacAlpine, the famous building factor, put his son in charge £1,500,000 project to erect a of flats, shops and offices in ion. That was in 1937 when young MacAlpine was only 19.

## Only 21

Recently, Hugh Fraser, the very magnate, had his son manage two of his shops when he is only 21. And 33 years ago, Hugh Fraser himself, when only took over control of the family's sturdy old drapery store in Buchan Street, Glasgow.

The late Sir Charles Higham, of advertising fame, knew of the ease of giving—and of being given responsibilities while young. He spent his early working years in America and there, while working £3 a week as a salesman, was hired by a client a managership even times that salary. He took and immediately succeeded at the

at the age of 30 he returned to don. He applied for an advertising agency job and demanded £2 a week. This was refused. At interview, Higham stated that year's time the firm would let him to work for them not at a week, but at £20. And one later the firm did.

Neil Mannin, the novelist, went work for Higham when she was 17. When she was only 17, Higham her in charge of producing a magazine he had bought. have been a journalist for more 25 years and, although I have worked in many offices pervaded the exaggerated policies of Lord

Northcliffe's time — when yesterday's office boy became today's editor—I have frequently seen the effect, beneficial both to the firm's business as well as to the individual concerned, of giving enormously increased responsibilities to a young man who might perhaps be showing only a casual interest in his work.

## Million Manager

At least one such acquaintance mine in Fleet Street has become managing editor of a million-circulation newspaper in his youth.

Examples of youngsters who have proved their abilities when given great responsibilities are Lord Beaverbrook's famous "young men," both in the editorial departments and on the business side of his newspapers. Doubtless, Beaverbrook himself recalls with satisfaction how he founded his own fortune in his twenties.

In some trades and professions, of course, young people are given substantial responsibilities almost from their first week at work. For instance, in journalism many junior reporters with adequate shorthand are responsible for major news stories at the tender age of 16; and reasonably big salaries are paid to all qualified journalists on daily newspapers while they are still in their twenties.

Today, both journalism and television are big business. So, if hard-headed businessmen in these industries give big responsibilities to young people, surely executives in other industries can do so too.

Youth is always ready for increased responsibilities. In the last war a handful of young men became fighter pilots—the most individually responsible fighting job—and won the Battle of Britain. In peace, young people can win a greater number of the nation's battles if only their elders will give them responsibilities.

Today, thanks largely to the government's care of their wartime feeding, the youngsters in the 16 to middle-twenties age groups are healthy and vigorous as many of their parents never were. Health and vigour in youth, both mental and physical, demand constant outlets. They are impatient all the time to be doing, to succeed. They are raring to go. To be doing, travelling, marrying, producing children while they are young. To do these things requires money: higher salaries. High salaries naturally depend on increased work responsibilities.

The youth of today has a great sense of responsibility. It has initiative. It responds to encouraging influences and other inspirations to

succeed. It is often versatile as youth never was before. And it should be realized that these qualities sometimes enable it to succeed in responsible posts despite lack of experience.

In November last year Patrick Wolfridge-Gordon became Britain's youngest MP. Age: 23. To do so, he interrupted his studies at Oxford. Yet he knew that he was trying to enter politics with several big disadvantages. His political experience was practically nil. The previous MP was a popular figure, Sir Robert (now Lord) Boothby, who had held the seat for 34 years. Yet young Wolfridge-Gordon won a resounding victory.

There are many other examples of young people—some of them very young indeed—who have proved that youngsters are ready for any responsibilities within their reach.

Give youngsters responsibilities in their work and they will not let you down. The men will mature rapidly, as business men with all the right qualities. The girls will blossom out—as business women.

## Aided by Committee Firm Marks 50 Years In Dairy Business

Lethbridge, Alta. — The management and employees of Crystal Dairy Limited, a pioneer company in this southern Alberta city, recently celebrated its 50th anniversary by sponsoring an "Open House" on four successive afternoons and evenings.

Members of the staff returned to work each evening so that interested families and friends, together with the general public, could see the plant in operation.

Response to the firm's "Open House" invitation was both surprising and gratifying. According to manager Ralph C. Tennant, an estimated 3,500 visitors thronged into Crystal Dairy's plant for a close look at some of the finer points involved in the processing of dairy products.

The success of this venture was due mainly to the firm's Labour-Management Production Committee whose membership is composed of representatives from both management and Local 987 of the International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers (CLC).

The members formed sub-committees to look after publicity, plant tours and refreshments. Route salesmen issued invitations to all their customers to attend the "Open

## Former Board Chairman Asks For Co-operation To Avoid Gov't Action

Toronto, Ont. — P. M. Draper, former chairman of the Ontario Labour Relations Board, has made a strong plea for more labour-management co-operation—without either side forgetting its function.

Mr. Draper, now president of Pressure Pipe Company Ltd., warned that co-operation—with both sides working for the success of the company, doesn't push bargaining aside.

In a speech to the Catholic Labour School, Mr. Draper claimed labour and management have to co-operate or the public will demand Government intervention to prevent costly strikes.

"Co-operation will keep Government intervention to a minimum," he said. "The public may be convinced that labour strife is inevitable under the present collective bargaining procedures. Labour and management are talking about how much they dislike Government intervention but are doing little to avoid it."

Mr. Draper noted that labour-management relations can fall into three categories: armed truce, working harmony or co-operation.

## Armed Truce

The armed truce has management and labour in a struggle for power, but neither will test the strength of the other. Working harmony has both sides discreetly avoiding anything that could lead to a clash and results in fuzzy interpretations of management's rights.

Under co-operation, Mr. Draper felt it meant both sides working for compatible interests with the union an indispensable partner in the enterprise. The co-operation theme would end the struggle for loyalty among employees and bring better working conditions, cheaper

(see page 4, column 3)

House" on a certain night, and they themselves were present to receive their guests.

As the visitors arrived, they were formed into groups and conducted through the dairy by the plant staff. At the end of the tour they were served their choice of milk, chocolate drink or coffee, together with a special anniversary ice cream called "Canadian Maple".

Crystal Dairy is a branch of what is now known as United Dairies Limited, an organization which opened for business in Calgary in 1909 under the name of Carlyle Dairy. Over the years it has grown to such an extent that, in addition to the Lethbridge branch, there are plants in Calgary, Banff, Red Deer, Medicine Hat, Vancouver and Victoria.



## get the FACTS through UNION-MANAGEMENT Consultation

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### BURNS AND COMPANY

(continued from page 2)

a packaging operation; Lou Kompan promoted a mechanical method of keeping a piece of equipment clean and free of clogging while in operation; Gerry Brazeau and Ed Smith jointly sponsored an idea to make plant housekeeping easier; and Don Iza proposed a device which, among other benefits, has resulted in a saving of 3000 gallons of pickle yearly.

#### Two-Way Street

A substantial part of the success of employer-employee co-operation at Burns must be attributed to the emphasis management puts on the two-way street of plant communications. Members of the Labour - Management Production Committee are given every opportunity to voice their opinions, and the company is wide awake to the importance of keeping its staff well informed. Periodically the LMPC will have a guest speaker in attendance at its meetings. On one occasion it was the plant's purchasing agent, invited to brief the members with a survey of current market conditions. Another time the committee (and later the entire plant,

office and sales staff) assembled to see the new 'hog immobilizing unit', an inexpensive but effective way to slaughter hogs humanely.

The unit was devised by three members of the local plant: Robert G. Moody, former plant superintendent now in Calgary, Elmer Schmidt, chief electrician, and Emil Diebolt, mechanical foreman. The animals are herded through a narrow, foam-rubber padded chute to a restraining device where they are stunned instantly and painlessly by high voltage electricity.

Management felt that employees should be educated about the new equipment so that they could pass on correct, informed answers to questions asked by the general public.

#### Joint Acclaim

George Imhoff, president of Local 139 of the United Packinghouse Workers of America (CLC), member of the LMPC, and a Burns employee for 19 years, was asked if he would volunteer a statement on the value of joint consultation from the union's point of view.

Replied Mr. Imhoff: "A Labour-Management Production Committee is a marvellous thing to have in a plant for promoting good

## "I Just Wanna Get the Facts, Ma'am"

This stock phrase of a well known TV personality held plenty meaning on the first few occasions it was used, but its frequent repetition aided by the lampoon treatment of comedians and satirists, elevated it "laugh line" status before it finally faded from our screens.

Aside from its amusing properties, the expression has a valid application in times of gossip and rumour, for we all have an innate desire to learn the truth, to "get the facts" about a given situation.

Just as the character and reputation of an individual can be blackened by malicious gossip, so a healthy community atmosphere can be stained by irresponsible rumours. The flourishing morale of employees in many an industrial plant has been temporarily devastated through the distrust and suspicion generated by one small untruth.

A certain amount of speculation and conjecture about people, things and events around us is healthy and progressive. But the persistent spreading of unexamined, unfounded gossip and rumour can be positively disastrous.

A good deal of uncertainty—about our jobs, our economic future and our security generally—can be rendered unnecessary by a fast, reliable system of communications in our place of work. Since the most effective way to handle a rumour is to keep it from starting, it should not require much foresight to realize that all a reasonable employee expects of his boss is information, *in advance*, of company shifts in policy or procedure which might in some way affect him or the job he is doing.

Labour-management committees whose programs include the setting up and maintenance of a communications system which makes it easy for management to "get through" to the employee and for the employee "get through" to management, are in a position to foster in the nation business and industry that harmony and stability upon which our future prosperity will largely depend.

### AVOID GOV'T ACTION

(continued from page 3)

production methods, and a more statesmanlike grievance procedure.

He said that "autocratic management and a militant union go together" and called for more honesty and principle at the bargaining table by all. "Co-operation doesn't set aside bargaining," he said. "Both sides work for the success of the enterprise. And this is as important to the union and its

members as it is to the company.

However, Mr. Draper warned that management must be prepared to share the benefits of co-operation with the union. "There is no point in co-operating for the sake of being friendly," he explained. "There has to be something for both sides."

### IT'S THE TRUTH

The more you hear about safety the less you hear about accidents.

working relations between workers and management. Our committee has helped us to iron out a lot of production problems. Because we all realize its value, it has received a lot of close co-operation and support from both the company and the union.

"I joined the committee last May," continued Mr. Imhoff, "but before that, like everyone else, I knew what it was doing. My honest opinion—and I'm not saying this just for the benefit of you people from the Department of Labour," he interjected—"is that no plant should be without one. I would even go so far as to say that any sizeable plant needs such a committee for its successful operation."

Personnel manager Longworth believes that all phases of union-

management co-operation at Burns—the teamwork being demonstrated in the fields of product quality, plant housekeeping, safety and suggestions, for example—are making a great contribution to production efficiency.

"In the 16 years that have elapsed since it was first organized," said Mr. Longworth, "the Labour - Management Production Committee has been a continuing help in developing co-operation."

"We have all worked hard to achieve excellent relations. The support our employees have given to the many joint projects we have undertaken can only be described as 'terrific'. Between the two of us we operate an LMPC that has done, and is doing, a good job."

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR  
Minister



A. H. BROWN  
Deputy Minister

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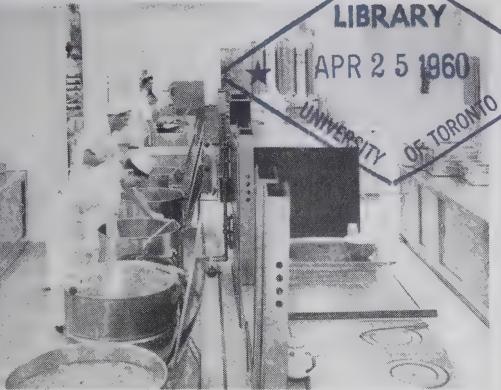
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# WORK in INDUSTRY

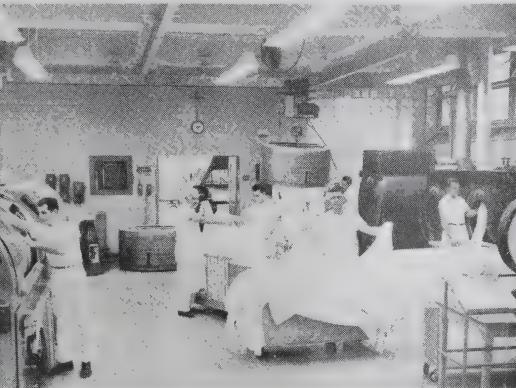
OL. XVIII—No. 4

OTTAWA, CANADA

APRIL, 1960



of the hospital's main kitchen is 2,105 meals per day for patients and employees. This means that close to 800,000 meals are served annually.



of St. Vincent Hospital where 2,000,000 pounds (1,000 tons!) of linen washed annually. Over 30,000 pounds of soap are used each year.



linen room. All washed and used linen is received here for delivery to each ward twice a day. Service is on an efficient 24-hour basis.

## ST. VINCENT HOSPITAL TEAM HAS DISTINGUISHED RECORD

Ottawa, Ont.—St. Vincent Hospital for long-term patients—the only one of its kind in Ottawa—began running an experiment in industrial relations three and a half years ago. The results thus far have been so encouraging to so many people—management, employees and patients alike—that the experiment has evolved upwards from the stage of having to prove itself, to its present status as a necessary part of the hospital's daily life and function.

It was in September, 1956, that management representatives and employee-members of the Union of Hospital Service Workers (CCCL), District of Ottawa, met to form a joint consultation committee for the purpose of promoting greater efficiency in the over-all operation of St. Vincent. Two months later the organization—officially known as the Consulting Committee of St. Vincent Hospital—held its first regular meeting and has been convening once a month ever since.

The committee is composed of twelve people: six department heads representing management, and six members appointed by the union to represent the hospital's 500 employees.

Management representatives serve on the committee for an indefinite length of time, but employee members are elected to office for a one-year period. Under this arrangement the group is never without a core of experienced personnel, and employees are assured of maximum participation in the committee's labour-management deliberations.

The one eligibility requirement for membership is that an employee shall have been on the staff of St. Vincent for at least a year.

### Keen Membership

The agenda of business to be brought up for discussion at each meeting is prepared in advance by the executive of the Consulting Committee and distributed at least one day before the meeting. This provision enables members to do some serious constructive thinking about the agenda before they convene. As a follow-up to this procedure, copies of the minutes of each meeting are handed to all members and department heads within a day or two after adjournment.

According to personnel director Déo Ledoux, all meetings are held after working hours, from 5

to 6:30 p.m., and attendance is consistently high.

"The reason for this unusual degree of participation by our members is that they are encouraged to present their views," explained Mr. Ledoux.

"We have learned from practical experience that joint consultation between management and labour has a great deal to offer both sides if there is a frank approach to mutual problems. Consequently we believe it is most important to preserve an atmosphere in which every member of the committee feels entirely free to express himself on any subject under discussion."

### Expanding Services

St. Vincent is owned and managed by the Order of the Grey Nuns, and Rev. Sister Marie-Michelle is chief hospital administrator and Mother Superior. The responsibilities of this post took a considerable leap in 1954 when the hospital's new wing was opened, doubling patient-care capacity to 500 beds.

A great deal of Sister Marie-Michelle's time is consumed by staff meetings, for she is an ex-officio member of all of St. Vincent's committees including the Consulting Committee.

Other management representatives are Domina Godard, chief laundry man, who is the group's current chairman; Rev. Sister Jean-Patrice, bursar; Déo Ledoux, director of personnel, who acts as a technical advisor to the committee but is not a voting member; paymaster Eugène Garneau, who is secretary-treasurer; Antonio Maheux, foreman of the housekeeping division; and Jean Regimbald, foreman of the carpentry shop.

The union members serving on the committee at present are Bernard Farley, laundry, who is president of the St. Vincent unit

(see page 2)

# ST. VINCENT HOSPITAL'S ANNUAL UNION-MANAGEMENT DINNER



ST. VINCENT HOSPITAL'S Consulting Committee members and guests attend the 1959 annual dinner meeting which marked three years of successful joint consultation. Left to right: Déo Ledoux, personnel director; Miss Laura Tessier, nurse; Jean Régimbald, foreman, carpenter's shop; Bertrand Roy, psychologist, rehabilitation; Marcel Beauchamp, orderly; Sister Jean Patrice, bursar; Domina Godard, chief laundryman; Dr. R. F. Malo, medical superintendent; Jack E. Nugent, Labour-Management Co-operation Service, Dept. of Labour; Sister Marie-Michelle, administrator; Gilbert Seguin, field representative, Labour-Management Co-operation Service; Fernand Philion, labour agent, Hull-Ottawa Regional Council, CCCL; Father Albert Cadieux, resident Roman Catholic priest; Mrs. Ida Richer, linen room; Antonio Maheux, foreman, housekeeping; Eugène Garneau, paymaster; Miss Hélène Ayotte, clerical staff; Bernard Farley, laundry, president of the St. Vincent Hospital unit of the Union of Hospital Workers; and Edmond Robert, chief pastry chef.

(continued from page 1) of the Union of Hospital Service Workers; Mrs. Ida Richer, central linen room; Miss Laura Tessier, nursing unit; Marcel Beauchamp, orderly, nursing unit; Edmond Robert, pastry chef, dietary unit; and Miss Hélène Ayotte, clerical staff.

Like any other large hospital today, St. Vincent houses a host of functions and services under one roof. There are four principal divisions: administrative, professional care, nursing, and plant operation and maintenance. Under these four divisions are a total of 25 separate and distinct departments or sections, each one performing a service vital to the successful operation of the hospital and the care of its patients.

Obviously joint consultation at St. Vincent does not at present cover all of these sections. However, with an eye to the future, Rev. Sister Marie-Michelle said, "Eventually we may have a representative from every department serving on our Consulting Committee."

### Bridging a Gap

When it was first formed, the labour-management committee at St. Vincent conceived of its general objectives in these terms: It would assist in promoting and maintaining the health and welfare of both patients and staff by concerning itself with recreation, good housekeeping, safety, fire prevention, waste control, and all other matters affecting the efficiency of the hospital.

What has happened in the three and one half intervening years? Did the committee translate this rather nebulous description of its aims into the visible stuff of prac-

tical achievement? Has this notion of joint consultation between labour and management actually "paid off" for the people at St. Vincent? Have they "got anything to show" for all the time and effort they have expended?

Both Rev. Sister Marie-Michelle and personnel director Ledoux are emphatic about the gains that have been made since the introduction of joint consultation.

As the Mother Superior pointed out, the Consulting Committee was initially installed on a probationary basis. "If it produced results, we intended that it should continue," she explained. "Otherwise the plan would have been abandoned and we would have sought other means of dealing with our day-to-day problems."

Mr. Ledoux's opinion is that the committee has enjoyed "real success" and that it will continue to flourish and produce results. It is his personal conviction—which he shares with fellow committee members and others on the hospital staff—that joint consultation bridges a vital "gap" in labour-management relations which collective bargaining, because of constitutional limitations, is not designed to fill.

### Impressive Progress

The personnel director cited an even dozen achievements which he attributed to the initiative and industry of the Consulting Committee, referring to them as "merely a partial list" that came readily to mind.

First of all, the members drew up a staff training program for St. Vincent personnel and organized sub-committees to look after details within the various depart-

ments (or groups of departments where this was deemed more advantageous). A suggestion plan was established to encourage all employees to present their opinions and legitimate criticisms; and revision of the hospital's timetable of working hours was also undertaken by the committee.

One of the group's continuing projects is the staging of periodic "drives" to promote cleanliness, safety and punctuality, and to prevent absenteeism, deterioration of equipment, and waste.

Then there was the study made of the cafeteria menu which led to its being improved; presentation of a series of films and lectures to aid employees assigned to the dietary service; establishment of a quota system to streamline delivery of linen from the central linen room; drafting of circular letters to supply information on questions of general interest to personnel; planning of closed retreats for women employees; and the organization of a staff library to supply personnel with useful information on their various fields of work, as well as other reading material of recreational and cultural value.

On the human interest side, two other works of the committee deserve a mention. One was the setting up of a "visitors' plan" to ensure that no employee of the hospital would be lonely for company during a period of illness. The other was the founding of the "Goodwill Club" to provide gifts on the occasion of weddings, births and other happy events in the lives of St. Vincent employees.

The club also arranges celebrations in honour of staff members who have been with the hospital for 25 years, and donates money

in cases of illness, death and misfortunes among employees and their families.

As for pending projects, hospital authorities declared that Consulting Committee members were playing an important role in preparation of a forthcoming manual for employees, a report dealing with job analysis and description.

To this impressive record of accomplishments through consultation Mr. Ledoux wanted to add, at random, a list of suggestions made by committee members and employees. These were too detailed to enumerate, but all of them were adopted; they included a safety plan, a case of fire, annual medical examinations for all employees, printing of identification cards for hospital staff use, and the assembling of an emergency tool kit, including items such as a saw, driver, hammer, pliers and can—for every department.

### Patient Well-Being

The 525 patients being cared for at St. Vincent today come from the innumerable skill facilities with which human sources and scientific ingenuity endowed the modern hospital. The medical aspect, of course, is one side of the picture. The other is that of patients must be sustained if their confinement is to be pleasant as possible, rather than barely tolerable.

This objective is furthered by the presence of the social association, composed jointly of patients and hospital employees who are confronted with the what awesome challenge of

(see page 4, column 1)

## S. Labour Secretary Ends Encouragement Ideal of Teamwork

oic., Mich. — Strong support for the ideal of labour-management co-operation in industry was expressed by James P. Mitchell, U.S. Secretary of Labour, in an address delivered to the Economic Club of Detroit in January.

Mitchell selected for his general theme the future of labour-management relations in the U.S. The specific topic of co-operation he reminded the audience of President Eisenhower, in his "State of the Union" address, had spoken of 'voluntary, dependable, abiding co-operation among the important segments of our free society.'

"Such co-operation rests upon voluntary, dependable and abiding communication," said Mr. Mitchell. "Time for labour and management to start talking to one another is now."

To forward this end, I have been suggesting for some time that labour and management make a means for communicating outside the bargaining table. I suggested this need to the construction industry when I met them in New York a few months ago, and I am happy to see that committee has been formed in that industry, with representatives from labour and management, to address itself to such problems.

The President also announced what was his intention to encourage regular discussions between labour and management outside the bargaining table to consider the interests of the public as well as their mutual interest in the maintenance of industrial peace, stability and economic health," continued Mr. Mitchell. "We hope to encourage labour and management themselves to communicate with each other. For in order for anything really useful and sound to come from such communication, it is to me that the parties themselves must first want to communicate. Without that desire for understanding, without that consciousness of good will, they are not likely to succeed before they take the vow. Certainly none of you sitting here this afternoon need an extended invitation from the House to talk out mutual problems with your employees or employer."

Mitchell pointed out that government has been talking, and will continue to talk, with both labour and management encouraging them to get together. "It is my hope," he said, "that this encouragement will prompt the representatives of labour and management to initiate (see page 4, column 3)

## COMMITTEE'S PROPOSAL ON TAGGING ELIMINATES COMPANY TOOL TROUBLE

Winnipeg, Man. — The quality of production in most industrial organizations is dependent not only upon the skill of the employee but also upon the quality of the tools with which he works.

At the Winnipeg Division of Bristol Aero-Industries Limited, a tool problem presented itself, causing loss of time and even threatening the company's reputation for quality production. The problem was basic but vital, for it concerned the essential instruments of the industry—the tools needed for the job.

The tools being drawn regularly from the tool cribs were becoming damaged by constant use, accident, and, in some rare cases, neglect on the part of the user. They were being returned to the cribs in this condition, and the storekeeper—quite understandably, considering the volume of work passing over his counter—would return them to the racks as serviceable items. The subsequent re-issue of these unserviceable tools became a source of increasing irritation among the employees.

The problem landed squarely on the shoulders of the Labour-Management Production Committee, and this body came up with a remedy that proved simple, logical—and successful.

The solution consisted merely of a system of tool tagging adapted to Bristol's operations. Tags have been made available in all working areas so that employees can attach one to a tool whenever they observe any sign of wear or damage. Upon the return of tools to the cribs, the tagged items are isolated by the tool crib attendant for repair or replacement.

Committee members point out

that the foregoing is just one lone example of the sort of problems that are faced and resolved during meetings. However, they feel that this is a striking indication of the valuable contributions which joint consultation can make to industry.

As one member phrased it: "The establishment of such a committee enables labour and management to meet and discuss their mutual problems to the benefit of an entire enterprise."

The LMPC at Bristol Aero-Industries is composed of a chairman, five standing members (and four alternate members) drawn from employees in the shops, and two representatives from management with power to add to their members provided that the total does not exceed representation from the shops. The committee was born during the war years and has continued to function ever since. The union people serving on it are members of Local 741, International Association of Machinists, CLC.

### Honest Opinions

At a recent meeting attended by Paul Graham, senior field representative of the Labour-Management Co-operation Service, Federal Department of Labour, committee chairman Alistair Stewart called on members to give their honest opinions as to whether or not their LMPC was worthwhile.

The period which followed demonstrated that both labour and management at Bristol have a great deal of confidence in each other. It was also revealed that the committee is well publicized among plant employees.

At all union meetings, for

## WCB Suggests Ways To Improve Safety Programs In 1960

Regina, Sask. — Ten suggestions on how to improve your plant safety program for 1960 are contained in a recent newsletter published by the accident prevention department of the Workmen's Compensation Board.

1. Teamwork. Check for teamwork weakness in your program. Interest forthcoming from everyone concerned—management, supervisors, foremen, workmen? Apathetic attitudes of any member of this team toward your safety program will weaken its effectiveness.

2. Accident record. Check your accident record for the past year. Analyse the accidents and their causes and plan corrective measures.

3. Membership. Check the membership of your safety committee. Is it too small or too large? Is it representative of management and workmen? Is it made up of active, interested and enthusiastic personnel? Are regular meetings held and conducted in a businesslike manner?

4. Inspections. Are they regular and conducted in an efficient manner? Is action taken on recommendations?

5. Investigations. Are accidents investigated and followed up with preventive measures?

6. Education. Are posters changed frequently and safety (see page 4, column 4)

example, there is a spot on the agenda for reading and discussion of LMPC minutes. In addition, the names of union members serving on the LMPC are always announced, and ideas and suggestions originating with the local are relayed to the committee through the union representatives.

Following delivery of these and vigorous endorsements of the labour-management co-operation ideal, Chairman Stewart called on Mr. Graham to stand up and admit that Bristol Aero-Industries has the best LMPC in western Canada.

Mr. Graham smiled and replied diplomatically, "It is one of the best in western Canada."

Serving with Mr. Stewart on the Labour-Management Production Committee are: P. Latocki, supt. aircraft overhaul; E. Johnston, supt. manufacturing; H. Moore, supt. maintenance; C. Quinn, personnel manager; F. Wimsett, armourer, flight services; E. Harik, metal fitter, turbo; L. B. Scott and Fred Smith, fitters, sheet metal; and Roy Swain, machinist.

Training supervisor L. J. Sinnott, who is a member of the plant's sub-committee on suggestions, also serves on the LMPC in an advisory capacity.



TOOL-TAGGING, an idea which came out of an LMPC meeting, is paying off at Bristol Aero-Industries. Here Fred Swain, machinist, turns in a worn item to Robert Borden, crib attendant. Tag reads: "This tool needs reconditioning."

## ST. VINCENT

(continued from page 2)

ministering daily a recreation program for over 500 people of varying ages and temperaments.

The association receives help and advice from public relations director Georges Carrière. One of his pet interests is the operation of St. Vincent's excellent high fidelity installation. At mealtime, and each afternoon, recorded music is piped into every room.

Another public relations department contribution to patient well-being is the printing of a monthly bulletin, "The Link", which includes news and views of both patients and staff, together with a social column on visitors, birthday greetings, and other items of general interest. Public relations is also called upon occasionally to arrange special parties for patients reaching their 100th birthday!

Among other St. Vincent "firsts" or "exclusives" is the rehabilitation department's 10-months' course for nursing assistants—the only one of its kind in Ottawa. This is under the direction of Sister Jean de la Charité.

New last September, the course trains "rehab" nurses, nurses' aides and orderlies to assist in the work of the hospital's overly busy physio and occupational therapists whose heavy schedule has been forcing them to devote too much time to minor ailments and not enough to more serious cases. The present relief measures are expected to diminish the problem substantially.

### Enviable Record

Once a year St. Vincent Hospital's Consulting Committee holds a dinner meeting in the hospital dining room. Among the committee's guests at the last annual affair were Dr. R.F. Malo, medical superintendent; Father Albert Cadieux, resident Roman Catholic priest; Fernand Philion, business agent for the Hull-Ottawa Regional Council of the CCCL; and Jack E. Nugent and Gilbert Seguin of the Labour-Management Co-operation Service, Federal Department of Labour.

Following dinner, addresses were delivered by both Mr. Philion and Mr. Seguin. The latter outlined briefly for the committee and its guests the history of the labour-management co-operation movement in Canada, and cited a number of the achievements that have been made possible in business and industry through the practice of joint consultation.

Mr. Philion's words seemed to sum up the prevailing attitude of the committee's union representatives, and of the hospital's employees generally, toward the ideal of labour-management co-operation and the practical application of that ideal through the splendid work of St. Vincent's Consulting

## Advice on Using Fire Extinguishers

If you have a fire extinguisher but don't know how to use it, it won't be of much value to you when needed. In this connection a fire prevention officer recently offered us the following suggestions:

- Read the instructions on the equipment—and re-read them from time to time.
- Know the capacity and the operation of the extinguisher. Some models have no effect on certain kinds of fires. Know the kinds of fire against which it is not effective.
- Since the extinguisher is only effective for a brief period, avoid opening it too far away from the actual fire. This will prevent unnecessary loss of the chemical.
- Some extinguishers must be recharged each year. If you have an extinguisher in your home, instruct your wife and family in its operation.
- Extinguishers are a good "first resort" when a fire starts, but it is also necessary to call the fire department.
- Even if it is only a very small fire, the firemen would rather see it extinguished on their arrival than have an entire building in flames later on.
- Let the firemen be your fire extinguishers "par excellence". But remember that this should not be an excuse for neglecting to learn the operation of mechanical extinguishers.

"Le Cable"  
Aluminum Co. of Canada

### Committee.

"Our union was very happy when industry began forming joint consultation committees," asserted Mr. Philion. "We felt it was a necessary step if both labour and management sincerely wanted to improve their relations with each other."

"The joint consultation committee is providing us the opportunity to know and esteem each other," continued the speaker, "and it is beneficial in many other ways not only to management but also to union members."

DIRECTING a portion of his remarks to the Consulting Committee's labour representatives, Mr. Philion said: "I would urge you to use every effort to make your committee a continuing success, for this is one way to prove to management that we, too, can and want to co-operate."

The speaker's closing words were: "Co-operation at St. Vincent Hospital is unusually good. Relations here are exceptional. Grievances are non-existent. I suggest that by working in harmony together we can keep it that way."

## THE MUSICIAN AND THE MACHINIST

The musician who earns his living by playing a violin before con-

audiences, and the machinist who earns his by operating a lathe, we seem to have a lot in common.

To begin with, they both have imagination to thrill listeners by the interpretative wizardry with which he performs a piece of music, and the other the skill and imagination to shape a nondescript piece of raw material into something that has function and beauty.

We might also say that the musician and the machinist both have an instrument to play on—one producing sound, the other form. Indeed, without these extensions of ourselves, there would be no creation.

Talent, then, and a means of using it. What else? Well, the craftsman, whether he is a musician or a machinist, will lavish a great deal of care on this instrument of his. Because it enables him to express himself, to know the joy of creation, and to earn his living, he feels bound to show it this consideration in return.

The real craftsman, whether he is a musician or a machinist, knows the true value of the tools with which he works, and realizes that without them he is helpless, a craftsman no longer. Finally, he is aware that the quality of his art depends to a great extent on the quality of his equipment. If he is to give his best, the tools of his trade must be in condition to do the same.

## U.S. LABOUR

(continued from page 3)

conferences in every industry, without waiting for Washington to fire the starting gun.

"The advantages of open, continuous communication outside bargaining are, it seems to me, clear," he said. "Problems not susceptible to bargaining can here be met—the impact of research and development on employment, any practices that may be detrimental to labour or to management or to an entire industry, the impact of foreign competition, and the maintenance of a high order of productivity."

Mr. Mitchell concluded his remarks on labour-management co-operation by saying: "It is my hope that eventually the bargaining table will become not an isolated battleground upon which hereditary opponents infrequently meet for an often bitter Indian wrestle over the size of shares, but the logical culmination of a continuously developed understanding, where the public interest and the welfare of the industry find their formal expression and their most positive fulfillment."

A good supervisor thinks about his job and its responsibilities; the people who work for him, their problems and their security; the product of his group, its quality and quantity; and he thinks FIRE PREVENTION in connection with all of these.

B.C. Forest Industries

## WCB SUGGESTS

(continued from page 3)

notices posted on clean, bright notice boards? Are record books maintained, safety meetings and safety films shown?

7. First aid. Are facilities adequate and your first-aiders trained? Have you conducted or attempted to have employees attend first-aid classes in the district?

8. Safety rules. Are workers aware of safety rules? Do they adhere to them? Are enforced?

9. Records. Are accident records maintained, accident experience recorded and compared, and safety records kept?

10. Special events. Do you have inter-departmental safety committees, "no-accident month" campaigns, etc?

### CORRECTION

The February issue of "Teamwork in Industry" carried a picture of a 1 article titled "Committee Shows Successful Clinic to Blood Bank". The last paragraph (page 2, column 2) should read as follows:

Employee members of the committee belong, variously, to Local 528, Pulp, Sulphite and Paper Mill Workers; Local 255, Printers; Local 1565, Brotherhood of Electrical Workers; and Local 267, Office Employees—all of which are international unions affiliated with the Canadian Labour Congress—and Local 865, International Union of Operative Engineers.

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR  
Minister



A. H. BROWN  
Deputy Minister

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# TEAMWORK in INDUSTRY

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MAY, 1960

## CITY OF LONDON SET BRISK PACE IN COMMITTEES

### Management, Union Heads Feel Strongly That L-M Teamwork is a Vital Necessity For Efficient Community Administration

ACROSS CANADA, over 1500 groups of people in business, and industrial enterprises are practising what is known as joint consultation."

Identified variously by such titles as "labour-management", "union-management", "labour-management production", "management co-operation", "labour-management consultation" and "Joint union-management consultation" committees, organizations average about ten members, half from management and half from union ranks.

Management representatives are generally of "top brass" heads of departments, while union representatives are elected by secret ballot by the unions concerned. Although predominately numerically, there are comparatively impressive contingents of the fair sex. Ages of members range from the late 'teens to the sixties.

At these men and women in common is an ideal—the co-operation. To their way thinking, the health and success of industry—or of any enterprise for that matter—depends on the ability of labour management to submerge the differences that separate them in order to promote the interests that they are.

Here labour and management

are jointly dependent on the same enterprise for their livelihood and security, it follows that they have a mutual stake in its welfare and progress—and a mutual obligation to assist each other in keeping that enterprise financially sound and vigorously competitive.

There are individuals who argue that collective bargaining should deal with these issues, but this is an erroneous notion. At the bargaining table it is virtually traditional for labour and management to split cleanly into two power groups, each of whose chief intent is to test and somehow weaken the strength of the other. The subjects debated are invariably limited by the rather narrow scope of the bargaining contract, and any deadlocks must be resolved by the conciliatory intervention of a third

party, objectively removed from the dispute.

The quieter, more reasonable atmosphere of the regular monthly union-management committee meeting is infinitely more receptive to the concept that, for the long-range good of everyone—employer, employee, shareholder and customer—it is not *who* is right that is of paramount importance, but *what* is right. It is this attitude which union-management committees are bringing to the solution of everyday problems of safety, plant housekeeping, waste, equipment care, employee morale and production efficiency.

#### Plenty of Backing

Readers of "Teamwork in Industry" are aware that the Labour-Management Co-operation Service is supported by the Department of Labour, and that the Canadian government has given strong encouragement to the founding and growth of the labour-management co-operation movement in this country.

The ideal of teamwork between employer and employee has also earned the backing of union and management organizations here at home, including the Canadian Labour Congress and the Canadian Manufacturers' Association. In the United Kingdom the equivalent "joint works councils" are flour-

ishing. Furthermore, industrial relations experts in many countries look upon joint consultation as the forerunner of increased labour-management amity, forced into being by the vastly accelerated international competition now making its appearance in the world trade picture.

President Eisenhower and U.S. Secretary of Labour James P. Mitchell are the most recent illustrious advocates of labour-management co-operation.

In a news story published in the April issue of "Teamwork in Industry," Mr. Mitchell quoted the President as saying that it was his intention to encourage regular discussions between labour and management—*outside* the bargaining table—to consider the interests of the public as well as their mutual interest in the maintenance of industrial peace, price stability and economic growth.

"The advantages of open, continuous communication outside bargaining are clear," added Mr. Mitchell. "Problems not susceptible to bargaining can here be met—the impact of research and development on employment, any practices that may be detrimental to labour or to management or to an entire industry, the impact of foreign competition, and the maintenance of a high order of productivity."

Though neither President Eisenhower nor Mr. Mitchell pins a name to his suggestion, the words used describe to a "T" what Canadian industry has been achieving through joint consultation ever since the Canadian National Railways pioneered the labour-management co-operative movement 35 years ago.

At this point the reader might quite logically conclude that, since the idea of teaming up on mutual problems obviously holds rich possibilities of benefit and advantage for both labour and management, then joint consultation must surely be an integral part of every working environment in Canada.

Alas, this is not the case. Consider, for example, the field of civic administration and services. Admitting the remarkable strides labour-management co-operation has achieved in promoting efficiency in Canadian business and industry,



HALL LMC. Left to right: R. Shorley, planning; D. Grayson, city architect; C. O. Logan, finance commissioner; A. Larsson, assessment; R. Gillett, traffic; R. E. Ashton, assessment commissioner; A. K. Rowntree, city engineer; J. Thur, city clerk's; Mrs. E. Butler, welfare; G. Stubbs, health; W. J. Anthony, personnel director; G. Rogers, building

# "Neither Management nor Union has Felt its Power Usurped by Co-operation"

to what extent has this form of practical humanism penetrated civic affairs?

## Lack of Application

The findings are pitiful. Among the roughly 500 towns and cities in this country, only 34—a mere 7%—are employing teamwork between labour and management to serve the interests of the public! Of the over 1500 joint consultation committees in Canada practising this advanced and enlightened industrial relations technique, only two percent are operating at the civic level!

What are the reasons for this situation? Is it because civic officials and employees alike are away behind the times in their manner of dealing with each other? Are they *against* co-operation? Does the preservation of stiff class lines come first, and the public welfare second? Or is it a case of holding on to the tradition of 100 years ago that the boss is boss, and the bosses are bossed, and never the twain shall meet?

As for the costs of civic administration, it appears to be a national complaint that the average community is spending more and more money to get less and less done. It is probably a safe bet that what civic officials and employees need to spend more of is *time with each other*—pooling their individual skills, know-how, training and experience in a united effort to discharge effectively their mutual responsibilities and solve amicably their mutual problems. This is the sort of teamwork in industry that is saving industry money and time.

## London's Example

Among the 34 towns and cities currently practising joint consultation in Canada, the City of London is noteworthy for the extent to which it is utilizing co-operation between unions and management to promote maximum efficiency in the administration and operation of its community services.

At present there are three labour-management committees functioning full time: the first at City Hall, the second in the Works Department, and the third in the Fire Department.

All three committees consider Albert Elson their "founder." Mr. Elson is an industrial relations officer and field representative in the London area for the Federal Labour-Management Co-operation Service. The tribute embarrasses him but is well deserved, for it was he who first "sold" the City of London's civic and union leaders on the idea of joint consultation.

"It has become a permanent, important part of the city's municipal administrative structure," he reports. "There is no other civic set-up in Ontario—and possibly



WORKS DEPARTMENT LMC. Standing, left to right: J. Lizmore, supt. streets and garbage; J. Spence, operator; G. McFadden, gen. supt.; G. Skinner, operator; K. Reidy, roads foreman.

Seated: E. Hunter, carpenter; H. Worton, safety supervisor; A. K. Rowntree, engineer; J. Young, operator; A. Burt, mechanic, LMC sect.; J. Ackworth, disposal plant operator, President Local 107; S. G. Ball, works personnel supervisor, LMC chairman; R. Ryan, equipment supt.; C. Swick, operator; S. Small, driver.

nowhere else in Canada—with so unique and complete an arrangement."

Talking with Mr. Elson, one is quickly aware that these City of London committees together form the pet project in his territory. Through joint consultation they have achieved a performance level which he feels every community would be proud to claim as its own.

Not long ago he took another Department of Labour representative on a tour of London's services and committees. The object of the visit was to see labour-management co-operation in action in civic affairs and to obtain from a few of the key personalities serving the city's interests, their evaluation of the role played by the committees since joint consultation was first introduced.

## City Hall

Credit for the longest history goes to the City Hall Labour-Management Committee, which was founded in 1950. Its membership, totalling 19, includes union and management representatives from eight departments (treasurer's, welfare, assessment, engineer's, health, planning, clerk's and architect's), the heads of purchasing and personnel, and a representative from city council.

Over the past decade, according to personnel director William J. Anthony, the committee has unanimously proposed and initiated a variety of programs for the departments in city hall. "These have included projects for the curtailment of abuses of sick leave and absenteeism, the setting up of more efficient working and operating relationships between departments, and the introduction of standardization to reduce the costs of administration and purchases," he explained.

"However, the main advantage

provided by our committee—in addition to its very desirable psychological value, of course—is that it has served as a most reliable and practical sounding board for employee thinking concerning the civic administration, its working relationships and conditions.

"Speaking both for city council and myself," said Mr. Anthony, "the work these several labour-management committees are doing in performing the very practical function of serving the Corporation of the City of London is a most desirable extension of our excellent relationships."

## Works Department

The city's second committee was established in 1952 for the outside shops and services branch of Works and Engineering. Its 1959 chairman was Stanley G. Ball, who is the works department's personnel supervisor.

An interview with Mr. Ball leaves one with the impression that if he had the opportunity to do so, he could "sell" joint consultation to every city and town in Canada.

"Our group was formed under the direction of Mr. Elson of the Federal Department of Labour," said Mr. Ball, "and right at the outset we agreed on two conditions: that our chairmanship would alternate annually between labour and management, and that absolutely no subject or problem would be barred from discussion.

"We have made astounding progress from the beginning. Why, within a year or so of our committee's formation, many problems which had existed for years were solved to the mutual satisfaction of all parties."

Questioned about the enthusiasm of the group's members, the committee chairman replied: "Our meetings are held in the union hall on the last Thursday of each month.

We start at 7:30 in the evening and often run until eleven or twelve o'clock. Despite the fact that we are all there on our time, we don't have more than one or two absences a year! This should give you a fair idea of how we feel about joint consultation. If we didn't have this committee, all our efforts would be disjointed."

Mr. Ball cited what he considered to be two of the committee's outstanding accomplishments. The first was the adoption of a system whereby job vacancies are advertised by bulletin, prospective candidates are required to apply on a standard application form. At the close of the application period, the entries are evaluated jointly by the personnel director and a union representative by means of a point system.

"In this way," explained Mr. Ball, "we were able to modify an old system whereby management had the sole say in making personnel decisions."

The second achievement was the design and adoption of a driver merit plan, whereby accident-prone drivers are now rewarded financially each year according to the number of points they have accumulated to retain. Employees start each year with the same number of points, and deductions are made for a variety of offences. Drivers of the department's vehicles know when the superintendent is making an inspection—and can lose four points for a single truck.

Accidents involving employees are investigated by a labour-management merit plan committee and points are deducted for the extent of a driver's involvement and responsibility. If a man hangs on to all his points for a year, he receives a certificate of merit and a cheque for \$25.

How has the plan fared? Mr. Ball: "The improved attendance on our equipment and decrease in accidents have paid off," he revealed. "We are saving the taxpayers money far in excess of the cost of the awards."

"Our accidents alone have increased to such an extent that in 1959 the insurance company paid out only \$652.80 in claims. We have 78 vehicles in operation."

Speaking of the over-all acceptability of the labour-management committee plan, Mr. Ball remarked: "I told you earlier we bar no subjects from our meetings. Yet, despite this freedom in the air, neither management nor the union has ever felt that power was being usurped through co-operation."

"The whole membership feels that if, through our meetings,

# "Management is Willing to Give in to Labour if Labour Has the Right Answer"

once can be headed off—all better. That's one reason why engineer and the supervisor those meetings. Everyone is raged to speak right from shoulder. It's not uncommon sessions for the union representatives to differ among them—with management doing same! But this is the sort of end-take that makes for us."

## New Member's Appraisal

nes Ackworth, president of Local 107, was happy to provide insight into how he felt about consultation as a new member. was a newcomer to labour-management at the beginning of said Mr. Ackworth, "but the first meeting was in Jan., I began to feel like an inner in that gathering. I really noticed the careful thought that was given to anyons that were asked. Opinions would be expressed and then used to the satisfaction of one present. At that first meeting I asked many questions—and was quite pleased with answers I received."

President Ackworth also praised way in which joint consultation succeeded in giving cohesion direction to the big, sprawlingian works organization. "In corporation the size of ours, problems exist," he admitted. find that the best way to them is for labour and management to have a discussion item.... At our meetings management is quite willing to go to labour if labour has the answer—and vice versa."

Asked about the atmosphere he encountered at these sessions, union president stated that one looks forward to them as they are both enjoyable and educational. "It gives you the feeling that you work with and not management." He mentioned, that members and their wives attended their first social gathering last year—a dinner and to celebrate seven years of management co-operation.

The final question was put to Ackworth: What have you to say about the place of joint consultation in civic affairs? Replied president emphatically: "I think that without it there would be a huge gaping hole in our organization. Labour-management cooperation is here to stay!"

## Trouble-Shooter

tonholing Herbert Worton, safety supervisor for the fire department, is not an easy task in his radio-equipped pick-up. He is literally "all over London" trouble-shooting for unsafe conditions that might suddenly develop to jeopardize the welfare of personnel. By keeping in constant

contact with base and other radio-equipped vehicles, he is able to exert an unusually healthy control over the safety of employees working at a variety of locations.

Mr. Worton credits the labour-management committee with creating his present position. "Many things have had their start through the media of these meetings," he affirmed.

"At one point, members decided that the subject of 'safety among employees' was taking a considerable portion of our meeting time. Besides, while action was taken regarding certain safety aspects, there was no unified, concrete program in force.

"Realizing that a direct approach was needed to formulate a safety program, members of the LMC met with a committee from Local 107 and mapped a request to city council asking that a supervisor be appointed to take charge of the program."

Members of city council studied the suggestion and subsequently appointed Mr. Worton to the post. That was in 1957. "Since that time," he explained, "it has been my job to see that safety in all its aspects is constantly kept to the forefront through regular meetings with employees in supervisory capacities, and by direct contact with the working force."

The conversation with Mr. Worton took place in the busy headquarters of the Works and Engineering department's outside shops and services. The safety supervisor had just finished sketching this outline when a visitor spotted a notice on the wall. He read it aloud:

*"Anyone who remains calm in the midst of all this confusion simply does not understand the situation."*

Everyone within hearing laughed.

"That's just a relic of our pre-labour-management days!" quipped Mr. Worton.

George Imrie and Robert Ryan joined the group at this point. Like Mr. Worton, Mr. Imrie is an ex-president of Local 107; he is also an ex-chairman of the labour-management committee. Mr. Ryan is superintendent of equipment in the outside shops and service division.

Queried about the equality of privileges he encountered during his term of office, Mr. Imrie answered: "We were actually encouraged to question the judgment and proposals of people like the city engineer. This freedom is a legitimate right of all members on the committee now. We didn't have such a thing before labour-management came in."

Mr. Ryan, who is on the drivers' merit committee, seconded Mr. Imrie's remarks. "Prior to the labour-management idea, everything seemed haphazard to us. Today the union members get a great deal of satisfaction out of our meetings. If labour puts forward suggestions on some problem that isn't running smoothly, management may propose a counter-plan. But the one with the most merit will be adopted—or the best features of both will be combined."

## Fire Department

The London Fire Department is the latest segment of civic administration to fit labour-management teamwork into its operational framework. The department's committee convened for the first time in September, 1953, and has been meeting regularly ever since.

Even that first session produced results, for out of it came two motions which eventually benefited the whole department: one recommending that personnel be paid on a bi-weekly instead of semi-

monthly basis, and another requesting that refrigerators be purchased for the four outside fire stations.

Among the multitude of subjects and problems which have come before the committee for scrutiny and solution in the last seven years are revision of the fire department's staff, departmental policy and training, standing orders, clothing issue, and equipment changes.

Today's membership pays spontaneous tribute to the concept of labour-management co-operation for what its practical application has helped the department to attain. Typical of the general gains cited is that much valuable time has been saved through the process of ironing out differences at labour-management meetings prior to putting recommendations before city council. There is also a unanimous feeling that labour and management representatives pooled efforts to better living and working conditions within the department, and to improve fire-fighting techniques and over-all efficiency.

Strong evidence of city council's interest in the fire department's committee is demonstrated by the fact that council is represented on the LMC by London's mayor and one alderman. Meetings are also attended by the city's personnel director, Mr. Anthony.

What do key management and union representatives have to say about the advantages of joint consultation in running the affairs of the fire department? Edward Weston, president of Local 142, International Association of Fire Fighters, used these words to convey his impressions: "One of the best things that ever happened for us was the installation of our labour-management committee. We feel our department stands apart in Ontario—and we owe that distinction to the committee."

## Better Relations

Chief Milton C. Mathers had this to say: "Labour-management co-operation is doing a great deal for our fire department. We get together for discussion of our various problems on an equal footing, and very often we find that our situations can be resolved right at the meeting table."

"This type of negotiation makes for much better relations between union and management, and paves the way for a more amicable situation when it is necessary to present our problems to city council for consideration."

In conclusion, Chief Mathers remarked emphatically: "You may tell the readers of 'Teamwork in Industry' that any fire department which doesn't have a labour-management committee is missing the boat!"

Edwin Hothersall, secretary of Local 142, offered a further in-



FIRE DEPARTMENT LMC and guests. 1st row, left to right: Platoon Chiefs N. Wight, S. Ponsford; Chief Milton Mathers; Alderman W. C. B. Howard; Albert Elson, Dept. of Labour; Deputy Chief R. Moulden.  
2nd row: District Chief S. Smith; chauffeurs R. Morley, H. E. Weston, E. Fleetwood; committee secretary H. Rammage; Capt. E. Hothersall; W. Westhead; J. E. Nugent, Dept. of Labour. (Absent: Mayor J. A. Johnston).

## "IMRESSED WITH RESULTS" SAYS MAYOR

teresting point of view. From the gist of his conversation, one assumed that the fire department was somewhat "hamstrung" in the pre-joint consultation era because of a lack of "weight" behind proposals being advanced.

In the years prior to Chief Mathers' appointment, the responsibility for taking a progressive step within the fire fighting force devolved solely upon the shoulders of the incumbent chief. Today, thanks to the committee, it is a body of ten men—five management and five union representatives—who forward proposals for changes and improvements. The accumulated experience, knowledge, and unanimity which they muster

vehicle from one fire to another; authorization for personnel to attend training schools for instructors; and the purchase of a "micro-talkie" set which enables a man on top of the department's 100-foot aerial ladder to broadcast more effective directions to the hose operators fighting fires from below.

"From the representatives of city council who serve on our LMC (Mayor J. Allan Johnston and Alderman W. C. B. Howard), union members have gained knowledge in hearing their views first hand, getting to know the problems faced by council, and learning just what can and what cannot be done in different jurisdictions, such as those of the municipal board."

Concluded Mr. Hothersall: "The influence of the fire department's committee is very great. It is generally conceded by our membership that, failing all other avenues, a problem will get decisive action at labour-management."

### "Honest and Impersonal"

Alderman Howard, who is safety supervisor with John Labatt Ltd. in London, prefaced his reflections on joint consultation with the statement: "I believe in labour-management committees."

"Winston Churchill once said," he continued, "that the more knowledge we possess of the opposite point of view, the less puzzling it is to know what to do—and so it is with labour-management committees. In these committees there is a completely honest and impersonal point of view expressed by both groups. In the exchange of thoughts, labour gets the feeling of belonging and can more readily accept the principle that their welfare depends upon the welfare of the company; management benefits by the suggestions from its employees."

"As a member of the Municipal Council and a member of an industrial firm, I have attended meetings of both groups; and whether the topic has been anti-waste, safety, suggestion programs or something else, the theme has always been: How can we improve our present position?"

Concluded Alderman Howard: "There is a definite conflict going on in the world today for control of the minds of men. If we in the western world are convinced that the state belongs to the people and not the people to the state, then in order to maintain our way of life there must be a common meeting ground between those that produce and those that manage. There must be teamwork. This is the important function of labour-management committees."

### Everyone "Well Served"

It is now time to turn to London's chief executive, Mayor Johnston, for an over-all summing-



Mayor J. Allan Johnston

in support of their opinions and recommendations is a factor of significant influence in the eyes of London's City Council.

Reference to some of the obstacles which the group has overcome by this form of united action might be of interest to other fire departments in Canada.

First there was "the boat," as it was called by the force. It was a great cumbersome monster used for water rescue work. Made of steel, it required just about all the "heave-ho" the department could summon in order to drag it across an intervening stretch of ground to some river or lake. And once in the water it was still a brute to row. ("The boat" has been gone for years now, but some of the men say they still have callouses to prove it once existed!) With the advent of the committee, the department obtained a far more "willing" craft.

Also on the list of committee achievements are: more distinctive uniforms for the officers; a two-way radio on the tanker to facilitate more rapid dispatching of the

## TELL US WHAT IT COSTS

Nowhere can we find evidence of a single benefit derived from waste. On the contrary, wherever and however it occurs, waste leaves all or poorer—the individual, an industry, our community, even the nation.

Strangely enough, the man who scoops excess butter from his young son's toast, or criticizes his wife for the amount of soap she pours into her washing machine, may also be the employee who carelessly damages a small part he is using on the job and then tosses it out, although it could be salvaged and repaired. His inconsistency is credible because it has not been made aware how waste in industry indirectly affects the welfare of directly affecting the welfare of his company.

In some plants, labour-management committees have devised methods of bringing home to employees how profits and the company's competitive position can be threatened by the misuse of materials. One such method consists in using plant displays to show how a single, needlessly damaged item, costing just a few cents, can run up a loss of thousands of dollars annually when the value of that item is multiplied by the number of employees using it and the number of times it has to be rejected through damage incurred by careless handling.

Apropos of this problem, a civic official declared recently that all sources of water loss, including every dripping tap in every house in his city, were either shut off tightly or the leak remedied with a washer; it would save over 5,000,000 gallons of water a week!

Shocking? Certainly! The public revelation of such indifference and extravagance always comes as a shock; but perhaps in this case it does some good, for people rarely remain indifferent to what their difference is costing if they are educated to the facts and then asked to co-operation.

According to its own estimate of losses through waste, Canadian industry is just as badly in need of a strong hand on the tap. At the individual plant level, a little precise education in the subject, plus co-operation through a continuing anti-waste campaign, might make all of us realize

up of the contribution that labour-management co-operation is making to the effective, efficient administration of this city of over 100,000.

The opinions of Mayor Johnston were contained in a letter which he addressed to Albert Elson at the Windsor office of the Labour-Management Co-operation Service. It reads as follows:

"The City of London has had well organized labour-management committees functioning between management and three union locals for a considerable number of years. The first committee involved employees in City Hall, and management was represented by the heads of the various departments. One union representative was appointed to the committee from each department.

"A short time later, it was decided to establish a labour-management committee for the Works Department, and another was set up at approximately the same time for the Fire Department.

"As Mayor of the City of London for the past two years and more, I have had the opportunity to see all three committees functioning, and I have been impressed with the results which have been obtained through the work performed by them.

"In any large organization as that operated by the City of London, where hundreds of employees are involved—in the City of the Works Department, four hundred employees are on the staff—it is only natural to expect that problems in human relations and in public relations will arise.

"Left unresolved, such problems can reach serious proportions; labour-management committees operating in the three divisions I have named—City Hall, Works Department and Fire Department—have served a most useful purpose in providing a conference table around which employee and management representatives discuss problems affecting efficiency and morale, and the proper functioning and co-ordinating of the various departments—with the result that almost no major problems have arisen."

Concluded Mayor Johnston: "After reviewing the period during which I have been closely associated with this important phase of the work, I know that the best interests of taxpayer and of citizen officials elected and appointed to manage the corporation's affairs and of all employees, have been well served by these labour-management committees."

## TEAMWORK in INDUSTRY

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# I WORK in INDUSTRY

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JUNE, 1960



SPEARHILL, Man., one of the Winnipeg Supply and Fuel Company's quarries, H. Hasse pushes a button to empty limestone from hoist car into kiln.

## Beef Meetings Aid Relations Winnipeg Supply and Fuel

Winnipeg, Man.—Credit for the will existing between the Winnipeg Supply and Fuel Company and members of Local 274, United Cement, Lime and Gypsum Workers' Union, is attributed to company-employee Beef Committee program. Two-thirds of the members of Local 274 are responsible for the production of limestone at the company's Stonewall and Spearhill plants.

John Gudmundson, district representative for the union, stated it has always enjoyed cooperation in negotiating with the company, and that there has never been occasion to resort to arbitration.

Under the joint auspices of union management, informal meetings are held in the Stonewall and Spearhill plant offices once a month, at which time minor grievances are brought to management's attention to prevent them developing into serious disputes requiring a grievance Committee action.

Discussions are centred on plant operations as they affect the men on the job. Six representatives from each plant are elected annually. At union meetings to convene, their respective plant superintendents.

Grievance Committee members provide good representation of plant personnel. John Brown, vice-president

of Local 274, and a welder at the Spearhill plant for 20 years, has served as a representative for seven consecutive years. This year he heads the committee.

"We elect the men whom we feel are most capable of presenting complaints fairly," explained Mr. Brown. "Their election is not affected by seniority or similar considerations."

To illustrate his statement, Mr. Brown listed the occupations of fellow committee members: A. Grahn has been a carpenter at the plant for over 12 years; A. Sveinson has spent over 19 years as a tractor operator; H. Newman, kiln operator, has been with the company slightly more than two years; L. Rapke can claim 12 years as a blaster at the quarry; and B. Wentland is in his fourth year as an assistant bricklayer.

"These men represent a good cross-section of the employees," said Mr. Brown, "and are in a position to be fair judges of what is and what is not a justifiable beef."

Beefs are first made verbally by plant personnel to their representatives who, at the next beef meeting, bring them to the attention of the plant superintendent.

Suggestions for operational improvements are also brought forward by the employees, as well (see page 2)

## Garage Watchdogs To Help Reduce Beefs On Improper Repairs

Winnipeg, Man.—Employees of a city garage will profit from a new scheme designed to cut down the return of customers' cars because of improper repairs.

Winnipeg Motor Products has formed a labour-management relations committee to "police" its repair jobs.

The incentive to have repairs done properly the first time is a guaranteed minimum bonus payment of five cents an hour for all mechanics. The money comes out of company profits from a lower percentage of "customer comebacks."

John Gugulyn, business agent for Local 174 of the Molders' Union, which represents the 110 men involved, stated that as far as he knew, there were "no other firms with such a committee."

The watchdog committee consists of three union and three company men. The chairman is the firm's service manager, "Hank" Hagen.

Michael Capri, international representative of the union, said cars returned as "comebacks" were investigated by the committee and records would show which mechanic had failed to make the adequate repairs.

The bonus plan, retroactive to last August 1, has been included in the company-union contract for 1959-60. (see page 3, column 1)

## Division Employees' Safety Record Over Three Million Hours

St. Jerome, Que.—Getting everyone "into the act" is an important ingredient in any safety program, and a prime explanation behind the successes achieved by the Joint Union-Management Safety Committee of the Dominion Rubber Company, according to safety supervisor Jacques Sigouin.

The latest official tally reveals that the 60 employees of the company's leather shoe division have amassed a total of over 15 consecutive years without a lost-time accident—3,540,613 man-hours, to be exact!

Industrial Relations Manager Forbes R. Kennedy has described the achievement as "a safety record without precedent in the province of Quebec, and one of the best in Canada."

"Breaking records is not a new habit for our employees", explained Mr. Sigouin recently. "In 1958 our rubber division crossed the three-million mark, went over four million in 1956, and in 1949 hit a world record for all industry at that time: 6,411,000 hours without a lost-time accident!"

At present the leather shoe division is leading the safety parade, and pride in their success is shared by all the St. Jerome plant's 900 employees.

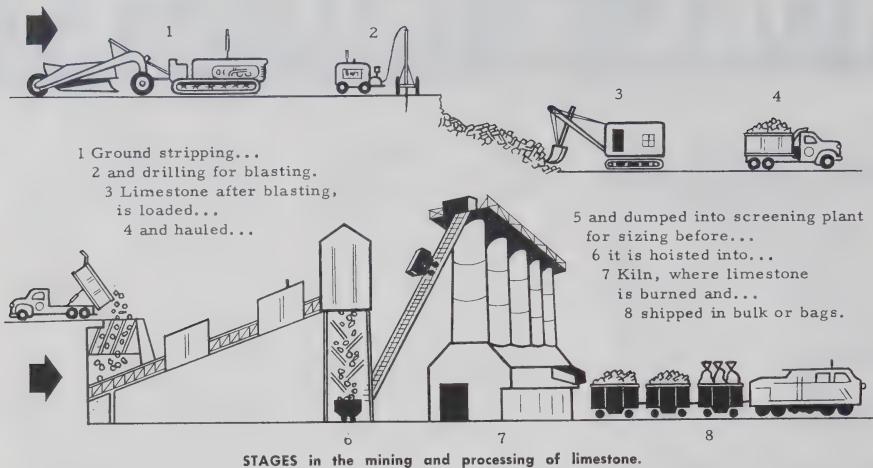
As Mr. Sigouin indicated, the accident prevention program is (see page 4, column 3)



PRESIDENT'S TROPHY for the greatest number of consecutive hours without a lost-time accident went to the leather shoe division of the Dominion Rubber Company in St. Jerome, P.Q.

Left to right: Roland Lauzon, René Giroux, Marcel Giroux, Forbes R. Kennedy, Marcel Charbonneau.

# Beef Meetings Aid Relations at Winnipeg Supply and Fuel



STAGES in the mining and processing of limestone.

as suggestions for improvements in working conditions based on specific complaints. In every case, the plant superintendent makes a personal investigation and initiates the necessary alterations. In the event that proposed changes might affect the entire plant or necessitate capital expenditures, the matter is referred by the superintendent to the manager of the lime division.

#### Safety Suggestions

Since safety is a major concern at the limestone quarries, a large number of beefs are suggestions for the elimination of occupational hazards. While "Winnipeg Supply" quarry operators have always maintained an enviable safety record, F.E.P. Pearson, manager of the lime division, reports that there has been a decided reduction in the number of plant accidents since the adoption of the beef program.

Said Mr. Pearson: "Suggestions brought to the beef meetings often result in such measures as the installation of safety platforms in awkward operating positions. Such measures result in the reduction of hazards which cause back injuries."

Workers suffer fewer back injuries, management suffers fewer time losses, and the development of possible friction and ill will is avoided.

Stonewall representatives felt that blasting operations subjected them to considerable danger, and recommended the provision of safety hats for quarry workers. Aware of the hazards involved in the work, management purchased a few hats for distribution on a trial basis.

When it was observed that the Stonewall men preferred to wear them at all times during working hours, the company provided them for all plant and quarry personnel. Since that time, employees have

been free from head injuries incurred on duty.

At Spearhill, coal gas from the gas-fired kilns was proving a health hazard to the men in the gas producing room. Following complaints, certain alterations to the ventilating system were suggested to the plant superintendent, who conducted an immediate investigation. A combination of ideas resulted in effective changes which provided the men with healthful, more pleasant working conditions, and promoted greater operational efficiency. Once again, mutual benefits were realized from the co-operative approach employed by the Beef Committee to meet a plant problem.

#### Mutual Support

The first beef meeting was held on August 15, 1949 at Stonewall. Relations had always been good, but both management and labour felt that as company operations expanded, mutual effort would be required to maintain those good relations.

The program initially received the keen interest of the employees because of the obvious tangible benefits. And "Winnipeg Supply", a small, but growing company with a genuine concern for its staff, realized that the employees' welfare had a proportionate bearing on the welfare and development of the firm.

A growing market, necessitating increased production and plant activity, might have complicated working conditions and multiplied sources of grievance. Furthermore, the personal aspect of labour-management relations could have diminished with the company's expansion.

Awareness of these possibilities on the part of both management and labour at "Winnipeg Supply", coupled with a mutual pride in

their joint progress, accounts for the continued enthusiasm behind beef meetings.

#### Goodwill Prevails

The spirit of goodwill between labour and management groups was clearly in evidence at the last company-sponsored Long Service Club dinner. Company executives and employees with 10 years' or more service, freely exchanged opinions on the firm's progress, operational procedures and, of course, their history of good relations.

On this occasion, union vice-president John Brown expressed the view that beef meetings "ironed out small grievances as they came along", and in this way prevented them from developing into serious complaints.

Mr. Brown also stated that his fellow employees had never been hesitant in bringing complaints, large or small, to him, and that he presented them all at the beef meetings, as did the other committee members. He claimed negotiations with the company's management were simplified when no serious disagreements were involved.

#### Opinions On Results

Bob Thompson, president of Local 274, assigns the success of the meetings to the employee representatives. "If, as in the past, the men maintain an interest, and demonstratively do so by regular attendance," he remarked, "then labour and management will benefit from a close and positive relationship. Small disagreements will be fairly dispensed with before snowballing into detrimental grievances."

Local 274's District Representative Gudmundson declared that beef meetings at "Winnipeg Supply" have "enabled a closer co-ordination between management

and the union... and a clear mutual understanding of the working agreement signed between union and management. They have to date, eliminated the need for arbitrary procedures and can be credited to a large extent to promoting full co-operation between the company and its employees."

Management views are in accord with those of Mr. Gudmundson. Alex Robertson, president of Winnipeg Supply and Fuel Company, claims that negotiations have been uncomplicated and lengthy grievance disputes because of the effective manner in which beef sessions dispense minor complaints. "Beef meetings" he adds, "serve as an excellent vehicle for active and interested workers, usually a more vocal group, to 'let off steam' in a constructive fashion."

Management also acknowledges that some operations expose employees to higher occupational pressures than others. Here, again, the monthly beef meetings serve a commendable function by providing this type of worker with an opportunity to have attention directed to his problem. In turn, both fellow employees and management are enabled to provide him with an adequate hearing and a satisfactory solution.

#### More Beefs?

Having been given the opportunity to express their opinions frankly and to see their suggestions put into action, the members of "Winnipeg Supply" have responded with a sense of personal participation in both their own welfare and that of the company which employs them.

The Winnipeg Supply and Fuel Company and its employees are enjoying benefits which accrue whenever labour and management team up to share responsibility for the successful operation of the enterprise.

True, there will be more beefs at Stonewall and Spearhill at this month. But it will be a positive, productive kind of beef that has kept relations between "Winnipeg Supply" and its employees at a consistently high level for the past ten years.

#### THE SAFE WAY

"Modern job training has acquired another dimension; not only does an employee learn how to do a job but he learns how to do the job the safe way. He learns to recognize and to avoid hazards. It is useless to talk only in generalities about the need to be safe. Employees must be taught what to do and what not to do on an individualized basis if safety training is to be effective."

## ward Smith Mills ertain Oldtimers Annual Reunion

**Hull, Que.**—“Absence makes art grow fonder” has degenerated over the years to the point it is little more than an cliché. Therefore it comes as a refreshing surprise to learn someone is doing something to restore its meaning.

“someone” is the Cornwall branch of the Howard Smith Mills.

This year the company will be holding its fifth annual Oldtimers’ to honour those retired employees whose devotion and loyalty during their working life contributed so much to the city and success which Ward Smith enjoys today.

Last year 76 oldtimers showed up for the event. After being greeted warmly by management and union representatives and the heads of employees who took part in the festivities, the guests had their picture taken under a “come” banner.

From here they trooped into the plant to visit their old departments and renew friendships with former mates. After that, there was a tour of the entire plant area so the guests could have a look at new installations and construction.

Next came the unveiling ceremony. Mill manager W. P. Nesbitt offered a brief address in which he told the pensioners that much of the vast expansion which has taken place in recent years at the

(see page 4, column 4)

## GARAGE WATCHDOGS

(continued from page 1)

Mr. Gugulyn added that the watchdog committee system was designed to keep the customer happy.

### Presentations

A recent breakfast party sponsored by Winnipeg Motor Products, 34 of the firm's mechanics were presented with General Motors' guild training certificates. Donald Martin, GM field supervisor, Singled out for special mention was Nick Pelowich, who received a five-year certificate and pin.

The company also awarded each of its 34 mechanics an embossed leather and sports jacket to mark the occasion. Among the recipients were W. S. Young, warranty clerk for WMP, and secretary of the Labour-Management Production Committee.

Cheerful addresses of congratulations were delivered by Walter Martin, the company's used car sales manager, and Mr. Martin. Mr. Martin was chairman of the breakfast party.

## NEEDS OF EMPLOYEES MUST BE MET DECLARES E. B. EDDY VICE-PRESIDENT

**Hull, Que.**—“The head of a concern can be successful in his role as an administrator only if he knows how to meet the fundamental needs of his employees.”

“When these fundamental needs are not recognized or gratified to a considerable extent by the employer, it is quite natural for the employees to look elsewhere for assistance. The employee may be the smallest component part of the industry, but he is still the most important.”

These ideas were expressed by Ronald H. Hedger, vice-president of Industrial Relations at the E. B. Eddy Company in a recent address he delivered before the Hull Junior Board of Trade. Mr. Hedger's theme dealt with the work he and his 60 associates are doing with the 1800 employees of this important Hull industry.

The employee, said the speaker, is an optimist who is proud, fair and honest. He wants, first of all, security and stability. He wants a well-organized and well-run place in which to work. Then he wants to be treated fairly and consistently.

Furthermore, he wants respect shown for his dignity and his status, freedom to take part in what is going on around him, a feeling of “belonging”. He wants to have appreciation expressed for work well done, an opportunity for advancement, a friendly place in which to work, a chief whom he respects. Then he wants to be acquainted with the facts, to know how the business stands. Finally, he wants a reasonable income.

“These are fundamental realities of the human being which the industrial relations service of the E. B. Eddy Company attempts to gratify,” said Mr. Hedger.

In making this attempt, it is dealing with a difficult problem, since it is tackling a purely ab-

stract question—the attitudes of people, the reasons for their behaviour, their interests, their fears and their personal problems.”

All labour-management relations at Eddy's have been centralized in this industrial relations service, the speaker explained. So the division consists of five special services and an administrative organization.

First of all, the employment service looks after recruiting, appraising and psychological tests with regard to selection, placements and transfers, wage administration and long-term staff projects.

The employees' education service attends to the training of supervisors, communications, committees, loans for education, safety and accident prevention.

Among other service responsibilities are the handling of pay cheques, employees' files, group insurance and retirement plans, medical services, welfare problems, personal loans, savings funds, the charitable donations fund, the Canada Savings Bond campaign, recreational activities, food services, parking and safety in the plant.

Bargaining and the administration of earnings come under the labour relations service.

The external relations service attends to community relations, visitors to the plant, press releases and other means of publicity, donations, translation and the organization of social activities.

This list, according to Mr. Hedger, gives a clear indication of the real challenge which every management faces if it wants to maintain an effective relationship with its employees in each of these fields.

“Experience has proved”, he said, “that lack of communication

(see page 4, column 2)

## Six Mine Employees Win All-Expense Trip To Prospectors' Meet

**Uranium City, Sask.**—Six winners of an employee suggestion contest held at the Gunnar Mines were awarded the same unique prize: an all-expense trip to the 1960 Prospectors' Convention in Edmonton.

The contest ran for a month and drew 90 suggestions from the firm's 450 employees. They proposed methods for improving working conditions, safety and operating efficiency, eliminating waste in labour and material, maintaining good morale, and promoting recreational activities.

The six winners—all of whose suggestions have been adopted—were Frank Johnston and Jim McNeill, both of the mill department; John Zaharia, mine; Olav Horne, surface; Alfred Schleifer, mechanical; and David Miall, staff.

Credit for fostering the contest idea goes to members of the labour-management committee who used the device to gain publicity and support for their organization.

Management representatives on the committee are: mine superintendent R. R. Montigny, surface superintendent H. N. Brown, machine shop foreman Harvey Rutley and pit foreman Tom Craig. Labour is represented by Tony Cooke, painter foreman, Rudy Neufeld, acid plant operator, Harold Johnson, carpenter, and Joe Bailie, surface department. W. D. J. Stevenson, personnel manager, is secretary of the committee.

Employees of Gunnar Mines are represented by Local 955, International Union of Operating Engineers, AFL-CIO and Local 2052, International Brotherhood of Carpenters and Joiners of America, CLC.



WINNIPEG Motor Product's LMPC and guest. Left to right, seated: W. Paul Graham, Dept. of Labour, Hank Hagen, Standing, middle: W. S. Young, C. Thiessen, S. Harper, S. Stern, W. H. Baker, Pat Waluk, N. Pelowich, H. Peters, A. Budnick, D. Friesen. Standing, rear: C. Gardiner, A. Chester.

# BON VOYAGE!

See that dust? Hear them roar? Stamped close behind the tulips, it is the Springtime Brigade—that motley cavalry of editors, columnists and assorted writers—hastening to impale, once and for all, Public Enemy No. 3.

Highway traffic accidents, a product of our technological civilization, will monopolize the pages of our newspapers until Labour Day weekend. But it is this looming campaign which concerns us now.

Frankly, after the flurry subsides, and the print and paper settle into yesterday's obscurity, we are left more confused than ever as to the direction we should take.

First the statisticians tell us that in the past 10 years 30,000 people died violently on our highways, 600,000 were injured, and property loss ran up to \$600 million. Then, as though in rebuttal, someone else informs us it is unlikely that these figures could be drastically reduced, human beings being what they are. Furthermore, it appears that most of us remain curiously unmoved by these appalling losses.

The inevitable cynic then demands that we outlaw the automobile from society because it confers more evil than good. And finally some gentleman declares that rules to eliminate the toll of dead and injured on public highways could be formulated by a child—though he neglects to list those rules.

As though to add to the gloom, the Canadian Tourist Association points out that, with a growing number of people taking their vacations between July 15 and August 15, we can anticipate increasingly jammed highways, resorts and accomodation, resulting in maximum inconvenience for a maximum number of people.

Only extreme legislation could solve a problem of these dimensions, but since this is a free country, we are presumably free to kill or torment ourselves as we see fit. The individual, apparently, must decide for himself.

If the lives of his wife and children are precious to him, and if he can restrain with a little commonsense that streak of recklessness which runs through all of us, then a man *must* plan to take his family on vacation before or after the peak travel periods. He *must* ensure that his car is impeccably roadworthy. He *must* drive carefully and courteously to his destination and back. He *must* avoid the fatigue and strain of trying to average 500 miles a day. And he *must* watch over every vacation activity of his charges if he is to preserve them from harm.

These methods are fraught with responsibility. But is there any other way to return home safe and sound?

## HOW COME?

We have

SAFETY pins and SAFETY catches;  
SAFETY goggles, SAFETY matches;  
SAFETY first and SAFETY shoes;  
SAFETY records, SAFETY news;  
SAFETY belts and SAFETY hats,  
SAFETY guards, SAFETY mats;  
SAFETY tires and SAFETY gauges,  
SAFETY switches, SAFETY razors;  
SAFETY glass and SAFETY kits,  
SAFETY valves, SAFETY mitts;  
SAFETY signs and SAFETY lamps,  
SAFETY slogans, SAFETY clamps;  
SAFETY pays and SAFETY stickers,  
SAFETY talks, SAFETY blinkers.

How come we have no SAFETY SENSE?

Dominion Bridge Co. Ltd.

## NEEDS OF EMPLOYEES

(continued from page 3)

between the administration and the employee is often the cause of poor employee morale and lack of co-operation."

To make up for this lack, the E. B. Eddy Company set up the Employee-Management Committee system in 1943. The system explains the running of the industry to the employees and gives them a chance to set forth their views. Discussions between labour and management touch on all questions of mutual interest which lie outside the sphere of collective agreements. Such questions may concern production, efficiency, cost, quality, safety, administration or working conditions.

According to the speaker, this system has been so effective that it has prevented all grievances between the company and its employees for many years.

"Such relations", recommended Mr. Hedger, "can be adapted to any industry which is interested in and concerned with its employees' lot. Wherever there is a worker and an employer, their relations should be based on respect for the human being."

## THREE MILLION HOURS

(continued from page 1)

organized on a plant-wide basis. All eight departments of the Dominion Rubber Company have their own safety committee, each one consisting of the foreman, assistant foreman, and three union members. The latter positions are rotated monthly in order to gain maximum employee participation in the program. It is this facet of the operation, Mr. Sigouin believes, which is contributing so effectively to the growth and spread among employees of the right attitudes toward safety.

The departmental committees meet separately once a week, and their combined activities are reviewed every Monday by the plant safety committee, whose membership consists of the plant manager, superintendent and safety supervisor, and the eight department foremen.

### Receive President's Trophy

When the leather shoe division crossed the 15-year mark in its safety record toward the end of last year, the 60 employees were honoured at a company-sponsored banquet for their part in the achievement.

In addition to receiving the President's Trophy for attaining the greatest number of consecutive years without a lost-time accident, they were each presented with a pen bearing on the pocket clip a badge reading: "Dominion Rubber Safety Award, LSD 15".

Roland Lauzon, Gérard Maisonneuve and Benoit LaViolette, who are president, treasurer and secretary respectively of Local 144, Rubber Workers Federal Union (CLC), jointly endorse the work of the union-management safety committees at the Dominion Rubber Company.

Said Mr. Lauzon: "These safety committees have enjoyed the full support of the union since they were established in 1945.

"There has always been very close co-operation between management and the union in order to safeguard and promote safety among our employees. Nothing is neglected in this respect. We have every reason to be proud of the record achieved by the employees of the leather shoe division. As noteworthy as it is, however, we expect to see it surpassed in the future."

Marcel Charbonneau, local re-

## OLDTIMERS' REUNION

(continued from page 3)

company's Cornwall division a result of their efforts.

### Symbol and Inspiration

Seven oldtimers who was born in 1883, helped to unveil a marble stone the old 1881 cornerstone from original Toronto Paper Company—which would serve, in the words of Mr. Nesbitt, "as a constant reminder to all of us of the beginnings of this great enterprise as a symbol of the contributions which the employees of the company have made to the present, and an inspiration for the present employees who are making their contribution to the future."

Following the ceremony, pensioners were taken out for lunch, after which they spent the remainder of the day taking playing cards, joining in a community sing-song and competing in two contests.

Twenty-four of the regular employees enjoyed a pipe-smoking bout in which winner Herman Carlson distinguished himself by puffing steadily for 50 minutes. Others tried their luck at an attempt for metal "fish" in a miniature pond using a bamboo rod and magnet. Prizes were awarded to the "fishermen" with the largest catch.

During his cornerstone speech earlier in the day, Mr. Nesbitt remarked to his guests: "The presence here is evidence of the continuing interest in the affairs of the Cornwall division."

It is reasonable to suppose that those 76 old fellows out front thinking to themselves: "Yes, we are still here!"

### Around The Office

Drawers and cabinets, especially those near aisles, should be tightly closed. Low ones are a tripping hazard; sharp corners can cause serious gashes.

representative of the CLC, also spoke to the employees for their safety conscious for 15 years.

"There is no doubt that co-operation which has existed for a long time between management and union representatives has contributed greatly", he remained. "May these good relations continue to assist the prevention of accidents in the best interests of employees and company alike."

# TEAMWORK in INDUSTRY

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HON. MICHAEL STARR  
Minister



A. H. BROWN  
Deputy Minister

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# WORK in INDUSTRY

## RELATIONS AT ROAD GRADER FIRM NAMED "AMONG BEST IN CANADA"

### Co-operation at Dominion Road Machinery Promotes Union-Management Team Spirit

Goderich, Ont. — "I know of no plant that has better relations with its management than ours," said Elgin Fisher speaking. Fisher is President of Blue Water Pipe, Local 1863, International Association of Machinists, and an employee of the Dominion Road Machinery Company. His statement is an accurate summary of how he and his fellow employees feel about management and the atmosphere in this Goderich

relations with our employees are the best, and morale throughout the plant is excellent." That was John Sully speaking. Sully is General Manager of Dominion Road Machinery, and his statement is an accurate summary of how management thinks about employees and the healthy working environment they have tried to create.

Parties close to an enterprise are often accused of "painting too rosy a picture", so perhaps the opinion of a third person, some qualified observer, would be helpful.

Reports the Labour-Management Co-operation Service officer in the Goderich area: "Their relations are among the best in Canada."

#### All-Canadian "Champion"

It is likely no exaggeration to state that every Canadian is acquainted with Dominion Road Machinery, for the firm's leading product — a big yellow grader — has become part of the rural and urban scene on our roads and highways from coast to coast.

The "Champion", as it is aptly called, is a rugged, capable machine, amazingly swift and flexible in its movements and apparently oblivious of workloads and seasons alike.

No one who has watched it plowing after a heavy snowfall, or grading a gravel road following a Spring thaw, could doubt the "Champion's" fitness for its role.

DRMCO is the oldest road machinery firm in Canada, and the "Champion" is the only all-Canadian grader in the country.

The company also manufactures snow plows and snow blowers.

DRMCO is quite a pioneer in Canada's manufacturing world, the original enterprise having commenced operations in Hamilton in 1880. In the "old days" the firm turned out 90 horse-drawn road graders a year. Many of these forerunners of the modern Diesel-powered machine are still in use today — in Africa.

One man who remembers them well is Harry Barker who celebrated 48 years with DRMCO this past March. A first class machinist and layout man who learned his trade at Woolwich Arsenal in the United Kingdom, Mr. Barker served 21 years as machine shop foreman in the Goderich plant. Hale, hearty and light on his feet despite his 70 years, today he heads up the firm's first aid program.

Ownership of Dominion Road Machinery has been in the hands of Air Vice-Marshal J. A. Sully and his family since 1946. In that year the company designed the "Champion", and 850 of the big graders have rolled off the assembly line in the intervening 14 years.

Having established a solid reputation (see page 2, column 1)

### Gordon G. Cushing Urges Greater Use of L-M Committees

Windsor — The number of labour-management committees in Canada should be substantially increased, says Gordon G. Cushing, Assistant Deputy Minister of Labour.

Speaking recently to a union and business representatives' meeting sponsored by the Windsor Labour-Management Assistance Committee, Mr. Cushing declared: "The 1500 labour-management co-operation committees now in existence are far too few. This number should be operating in Ontario alone, with proportionate numbers in the other provinces."

The speaker stated his belief that more education and better understanding between labour and management should eventually improve the relations of these two vital segments of our society.

Labour-management committees, which bring union and management representatives together on a regular basis to discuss their mutual problems, are in a strategic position to speed the ultimate realization of this desirable state of affairs in Canadian business and industry.

Mr. Cushing also noted that inadequate communications have a (see page 4, column 2)

### Big Savings Possible By Cutting Paperwork

"Management could save 80 per cent of today's paper work costs without electronics and automation... if it would give as much attention to paper work simplification as it does when forced to by the imminent delivery of electronic equipment that has been ordered," says Donald K. Bartlett in *Office Executive* magazine.

"How do we know this amount can be saved? Because most companies that install electronic and integrated data processing systems find that 80 per cent of the savings resulting from the installation come prior to delivery of the equipment as a result of the time and study devoted to cleaning up the cumbersome paper work systems to program the equipment."



"CHAMPION" MOTOR GRADER, designed and manufactured by the Dominion Road Machinery Co. of Goderich, is used for building and maintaining roads and airports. A number were recently sold to a U.S. buyer against can competition.

# Union-Management Relations "Among Best in Canada"



**SYMBOL OF CO-OPERATION.** Part of the "Champion" union-management team takes time out for a photograph. Left to right, Donald H. MacKay, Asst. Foreman; Charles B. Stewart, Union Vice-President; Gerald F. Whaley, Local Recording Secretary; John P. Grace, Plant Superintendent; Elgin R. Fisher, President, Local Lodge No. 1863, International Association of Machinists; John K. Sully, General Manager; David Harman, Union Secretary-Treasurer; L. B. Graham, Personnel Manager and Assistant to the General Manager.

(continued from page 1)

tation in the ten provinces of Canada, the "Champion" has begun to pit its worth against competitors on their own home ground. Just recently DRMCO shipped the first of its graders to be sold in the United States.

General Manager Sully pointed out that although U.S., U.K. and Scandinavian machines are now competing for Canadian markets, he is confident of DRMCO's ability to stay out in front.

"We've made excellent headway at reducing costs in the last two years", he remarked. "Besides, the opposition has no monopoly on brains. With the setup and the people we have in our plant, we'll give them a good fight."

#### No One Left Out

Well, what about this setup? What sort of relations have been established at Dominion Road Machinery to give labour and management the confidence they have in each other and in the future? How were these relations established in the first place?

The brand of joint consultation practised at DRMCO is one explanation. The individual's opinion is both sought and respected, with the result that there is a remarkably steady flow of information back and forth between management and employees.

No one feels "left out of the picture". On the contrary, the ease with which ideas are encouraged and exchanged appears to have given the individual worker an unusually healthy awareness of his importance to both fellow employees and management.

"We have very close contact with each other on an individual basis", confirmed Personnel Manager L. B. "Bucky" Graham. "It helps to have a relatively small staff, of course. We average 160

employees, going as high as 190 in our peak production periods.

"The fact that Goderich is a small place helps too", he continued. "Many of us are next-door neighbours outside the plant. Since we're friends in that setting, there's no reason why we should be any different on the job."

#### Maximum Communication

Tops among "relations-boosters" in the plant, according to spokesmen for both Local 1863 and management, is the annual series of luncheon meetings conducted each Spring by General Manager Sully.

Undoubtedly one of the most unusual variations on the labour-management committee theme in Canada, these meetings were described by Local President Fisher as a "tremendous success".

"They were planned to give all

of us — office workers, tradesmen and management — a look at the efficiency of our operations from sweeper to vice-president", explained Personnel Manager Graham.

Added Mr. Sully: "We also wanted our employees to learn from these meetings that we couldn't get along without them — that they are important around here."

Characterized by an almost complete absence of formality, the luncheon meetings are held in the company board room from noon until 1:00 p.m. during the day, and from nine o'clock to 10 p.m. in the evening (to accommodate the night shift). Since there are only 12 people at each meeting, these get-togethers continue three days a week for as long as it takes to encompass the entire staff.

## "WHEELS" AND "HEELS"

There is in Greek mythology the tale of a certain warrior named Achilles, who, as a child, was dipped into a magic pond by his mother. This process rendered him thereafter totally immune to the offensive weapons of his adversaries in battle.

One day, however, a poisoned arrow entered the heel of his foot and caused his death. His bereaved mother recalled sadly that, in dipping him into the magic waters, she had held him by the heel and by so doing had failed to immerse that part of his body. Through that one vulnerable spot the warrior was destroyed.

A common "Achilles' heel" of any safety program, or the vulnerable spot which could kill the whole effort, is the supervisor who violates the safety rules. When he ignores stop signs, exceeds speed limits and generally acts as though

he were above the laws which must be imposed on lesser mortals for their own protection, he nullifies by his example a large proportion of the work put into persuading these people to accept and abide by the rules.

By his violation of the rules, he is sowing the seeds of destruction for somebody else, because people will follow the example of those they look up to for guidance and supervision; and the fact that the actions they emulate may lead to their own destruction is often completely ignored or glossed over. The damage a supervisor can do by setting one unsafe precedent far outweighs the good that months of exhortation and preaching by the Safety Officer might accomplish.

If you are a "wheel" don't be a "heel".

*Whitedog-Caribou World*

"The small groups give us time to talk", said Mr. Sully. "We're getting a maximum of communication with a minimum of confusion."

While his steadily mounting audience stokes the inner man, company-furnished fried chicken, vegetables, ice cream and pie, General Manager sets the rolling.

With a sandwich in one hand and a glass of milk in the other, "I can't eat any more — I'm off most of the talking!"), he proceeds to bring everyone up to date variety of topics.

What's our competition doing? How are orders and business shaping up? What's new in safety? How is our housekeeping program? What changes in trends might affect, and therefore interest, employees? Where do we stand on productivity and quality these days? Are our waste levels too high? All of these subjects and more are introduced during the luncheon sessions.

When he has had his sandwich, Sully sits down to finish his sandwich, and the others take over the steady flow of animated discussion follows, punctuated by a jolly exchange of questions and answers.

"We didn't have to be told people are keen", reports Personnel Manager Graham, "but the way they opened up really surprised us. We've learned plenty from these luncheons started."

Although the Spring meetings were first inaugurated on an experimental basis, they yielded gratifying results that employees and management expressed mutual desire to see them retain as an annual event.

Assessing their over-all effectiveness, General Manager Sully declared: "The whole tempo of

## Dominion Road Machinery

changed. Morale went up, everyone was a lot more interested in their work."

### Every Man An Inspector

ciency, productivity and quality are three of the most tested topics at union-management luncheons. To add interest and appeal, charts are prepared so personnel in the various departments may have visual evidence of their performance progress.

One of these charts illustrates typical errors encountered in different stages of production. The idea behind the visual presentation is not to show up either employee or his work but to him informed—"to make each his own inspector."

Management and union both are behind this innovation. A joint reasoning is that a skilled tradesmen *wants* and *needs* to be informed on these matters.

At a lively meeting has been

### Ideas Win Dollars

Canadian industry today, than ever before, ideas are winning dollars—lots of dollars. The growth of suggestion plans has been one of the most interesting developments in industrial relations in recent years. Under suggestion plans, substantial sums are allocated for payment to on-the-job employees who come up with practical suggestions which lead to cost savings and improved efficiency of operation.

The simplest ideas indeed, often win the best awards. Improvements in procedures, methods, equipment and material handling and quality can be made and also, somebody is quite likely to have a bright idea for saving labour, material supplies, or reducing waste, maintenance costs, paper costs, shipping costs and the like. Implementation of such ideas may play a very real part in cutting costs and ensuring that the company's products are competitive. Every worthwhile suggestion which helps do this, however simple or obvious, is an investment in job security likely to promote a general feeling of satisfaction and contentment on the part of the employees concerned.

Through the medium of our suggestion plan, suggestions and ideas can earn extra money for Why not give this matter some consideration this year? Your job over closely and whether or not you can come up with a suggestion which may possibly mean extra money for and a substantial saving for your company. It is certainly worth thinking about.

Rubberset Co. (Canada) Ltd.

set off by the information portrayed on the charts. For example, the committee will select one small error and retrace its course from the original source through one department after another to the point where it was finally cornered. The dislocation uncovered at each manufacturing stage by this detective work leaves personnel vividly aware of the way in which one small slip can back up everyone's performance.

The man who does a poor sweeping job can interfere with the lathe operator's work by making it difficult for him to move about easily. The employee who produces an inferior part may have to scrap it and start over again, thus losing both time and money, raising production costs, and cutting into profits. Sloppy or incorrect invoicing by an office worker can create a bad impression of the entire company. And the sure way to alienate a customer is to have his road grader break down through the failure of one small, improperly made component.

### Facts Aid Understanding

DRMCO management believes that the company's financial position, including details of operating costs, profits and business prospects generally, is information to which their employees are entitled as partners in a joint enterprise. Consequently this subject is included on the agenda for luncheon meetings.

The techniques of presentation

### COMPETITION

In our worship of the survival of the fit under free natural selection we are sometimes in danger of forgetting that the conditions of the struggle fix the fitness that shall come out of it; that survival in the prize ring means fitness for pugilism, not for bricklaying nor philanthropy; that survival in predatory competition is likely to mean something else than fitness for good and efficient production; and that only from a strife with the right kind of rules can the right kind of fitness emerge.

Competition . . . is a game played under rules fixed by the state to the end that, so far as possible, the prize of victory shall be earned, not by trickery or mere self-seeking adroitness, but by value rendered. It is not the mere play of unrestrained self-interest; it is a method of harnessing the wild beast of self-interest to serve the common good—a thing of ideals and not of sordidness. It is not a natural state, but like any other form of liberty, it is a social achievement, and eternal vigilance is the price of it.

John Bates Clark

## Plant Safety Program Needs Support at Top

The attitude toward accident prevention on the part of top management in a company or plant almost invariably is reflected in the attitude of the supervisory force. Similarly the worker's attitude is usually the same as his supervisor's. Thus, if the top executive is not genuinely interested in preventing accidents and injuries, no one else is likely to be...

A company or plant which attempts to stop accidents without a definite guiding policy—one

which is planned, publicized and promoted—will find itself continually "fighting fires"... The details for carrying out an accident prevention program may be assigned, but the responsibility for the basic policy cannot be delegated...

Whatever means are used, the most important step is that the highest level of executive management give its endorsement and stamp of approval to the policy.

National Safety Council.

### GUNNAR MINES

The news story about Gunnar Mines' employee suggestion contest, which appeared in the June issue of "Teamwork in Industry", stated that company employees are represented by two unions.

Actually there are seven unions, as follows: United Brotherhood of Carpenters and Joiners (AFL-CIO/CLC) Local 2052; Tunnel, Rock and General Labourers Union of Local 330, International Hod Carriers' and Common Labourers' Union (AFL-CIO/CLC); International Union of Operating Engineers (AFL-CIO) Local 955; International Brotherhood of Teamsters, Chauffeurs, Warehousemen and Helpers, Local 514; Brotherhood of Painters, Decorators and Paperhangers (AFL-CIO/CLC) Local 1016; International Brotherhood of Electrical Workers (AFL-CIO/CLC) Local 424; and International Association of Machinists (AFL-CIO/CLC) Local 1722.

The unions deal collectively with management through a "Joint Council of Unions" which was formed in August, 1959.

DRMCO. Each one is immediately acknowledged and then evaluated by an engineering board. "Over the years only 10 per cent have been turned down", commented Mr. Sully, "and we take care to provide a thorough explanation with each rejection."

DRMCO introduced a merit system many years ago. It consists of noting, in each employee's personal file, every evidence of achievement including accepted suggestions. Wage boosts are made on the basis of such information.

This arrangement appears to have the blessing of Local 1863, for Mr. Sully admitted, "Pay rates are the least of our worries."

### No "Summits" Necessary

Two "steam valves" make a further generous contribution to the high level of teamwork and morale at Dominion Road Machinery. They are termed just plain "bull sessions" and are called by (see page 4, column 3)

# THE GAP IN THE LINE

The last time we reviewed the problem of absenteeism in Canadian industry, in September 1958, it was costing the country an estimated 50,000,000 man-hours and half a billion dollars a year.

As deplorable as these figures were then, little seems to have been achieved since in the way of improvement, for the cost in both time and money has continued to rise.

The inescapable conclusion is that a certain percentage of such reckless squandering is no more excusable than the annual loss of vast tracts of timber through fires resulting from human carelessness and lack of responsibility.

Some forest fires are caused by unavoidable factors like lightning, friction and dry, hot Summers; and some absenteeism is legitimately caused by illness, accidents, births, weddings and funerals. Man can do no more than be ready to face these emergencies.

But what about those "other" fires which occur when a still burning match is tossed away or when a campfire is left smouldering? And what about those "other" absenteeisms which are traceable to baseball games and the start of a fishing season?

Safety programs in industry have made remarkable progress in reducing the extent of absenteeism caused by plant accidents, but many fertile fields lie waiting to be explored to the same extent. Home accidents, alcoholism, inadequate transportation, faulty supervision, poor selection and placement of employees, unpleasant environment, fatigue, noise, boredom and insufficient training are examples—not to mention the lure of baseball and fishing.

Whatever the area to be surveyed and improved, teamwork between the employee and his boss would seem to be one of the essential ingredients of success, for there exists substantial proof that where labour and management work closely together, the lowest absentee rates prevail.

It is not enough merely to tell a man what he must do. Most of us faced about all we could endure of that sort of treatment when we were children; and we were left yearning for the time when we would become adults and could expect to be treated as equals. To deny a person this right after he has achieved adult status is to compound the resentment of those earlier years.

The secret of the success of labour-management committees in the reduction of absenteeism appears to be this: that management, avoiding the tendency of management to order its employees to do something, has sought rather to enlist their aid and active participation by inviting them to suggest how they would tackle the problem.

On the industrial scene, the term "co-operation" adequately defines such an arrangement. In the political sense it is called "democracy". And in the world of sports it is "team spirit"—the phenomenon which explains why no member of a football club has ever gone fishing on the day of a big game.

## Freedom of Expression For the Man on the Job

The next step is to create an atmosphere which permits free expression. Once we recognize that there is no monopoly on brains, we can expect that anyone who thinks that there is a better way of doing a job is entitled to be heard.

While much can be, and has been, contributed by fringe workers, it is generally the man on the job who contributes most. It is his freedom of expression which must be safeguarded and dignified. When free men express their ideas, a situation is created whereby a solution may be found among many desirable alternatives.

Visualize, if you will, the potential created when a group of people with talent know-how is presented with an opportunity for self-expression! Many small changes can be effected which add up substantially to a better way of doing things.

It follows then, that you analyze your own job. You begin by asking yourself "why" about every-

## GORDON G. CUSHING

(continued from page 1)

tendency to upset relations between labour and management.

"Too often," he said, "both sides learn of each other's problems through the daily press and other media."

"The press fulfils an important function in this regard," he added, "but it should not concentrate on reports of strife and unrest without providing equivalent coverage on achievements in areas where there is no conflict."

The meeting addressed by Mr. Cushing was the first of a series being sponsored by the Labour-Management Assistance Committee of Windsor. The organization is a non-political citizens' committee composed of representatives of the clergy, labour and management.

thing you do. Soon you can visualize changes here and there. The most essential tools really are common sense and imagination. When is the last time you "engineered" your own job?

Henry Baker  
Tennessee-American Pressman

## Dominion Road Machinery

(continued from page 3)

Plant Superintendent John Grace.

No. 1 is a weekly meeting with the plant foremen and lead hands. Every conceivable problem involving production and personnel is thrashed out and settled on the spot. The ironing-out process is so thorough that only on the rarest occasions has the group had to refer a problem to top management.

No. 2 is a monthly parley between Mr. Grace and the entire executive of Local 1863. Rumours are aired, problems discussed, and union members brought fully up to date on all company news, operations and prospects which might possibly have a bearing on the individual employee.

The "bull session" over and everyone briefed, the union executive takes its leave of Mr. Grace and heads straight for the monthly meeting of the Local.

### "Buy Canadian"

Blue Water Lodge has cooperated with DRMCO on the "Buy Canadian" policy by preparing and circulating letters to federal and provincial government officials endorsing the policy. Similar letters have been mailed periodically to business, civic and government organizations considering the purchase of road graders.

One of these letters—something of a "thank you" note—reported jubilantly: "We are happy to state that during 1959, for the first time since the war, our men have suffered no seasonal layoffs—in spite of continuing talk of depression and unemployment in other industries."

### Winter Work

Speaking of seasonal layoffs, winter work is another problem which comes in for some close scrutiny by DRMCO management and representatives of Local 1863.

Last year, as a result, the company concentrated on stockpiling parts during the winter months. In addition an evening course in welding was set up in the plant, and 30 employees relinquished some 2000 hours of their own time to better their qualifications and thereby improve the quality of their work. DRMCO awarded certificates to all 30 candidates at the end of the course.

### Blood Donors

Co-operation between union and

## GOING MY WAY?

The car pool, a widely used device during World War II, is being revived. Here's why local companies are encouraging the idea.

1. Car pools tend to reduce traffic congestion on highways leading to plants. Congestion frequently causes tardiness and accidents.

2. Pools ease the jam at company gates and parking-lot entrances, and also reduce the number of guards needed at these locations.

3. Pools reduce the area which plants must devote to parking.

4. For employees, pools reduce gasoline costs and parking charges and free the passengers' cars for home use.

Elmer Roess  
Business To

company has also been extended to the surrounding communities on a number of occasions.

In 1947 according to Dr. Chairman Robert Allen, members of Local 1863 organized the voluntary group of a single organization on this continent to donate blood free of charge. Since 1947, when the first donations were made, the group has given 500 pints of blood.

### Ultimate Tribute

The story of labour-management relations at the Dominion Road Machinery Company would be incomplete if it failed to include a report on the 15th anniversary banquet of Blue Water Lodge Local 1863, held in Goderich, October.

Guests of the union included management representatives of DRMCO and their wives. Seated side by side at the head of the table were Air Vice-Marshal Sully, President of DRMCO, and the principal guest speaker for the evening, A. J. Hayes of Washington, D.C., President of the international member International Association of Machinists.

During the course of his address, Mr. Hayes paid tribute to the high level of labour-management co-operation which exists at DRMCO. In these words: "This is the kind of relationship which the organized labour movement feels should be established everywhere."

It seems fitting to add that employees and management of Dominion Road Machinery feel exactly the same way.

# TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR

Minister



A. H. BROWN

Deputy Minister

All material in Teamwork may be reprinted with or without acknowledgement.

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# WORK in INDUSTRY

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OTTAWA, CANADA

SEPTEMBER, 1960

## Growth and Prosperity Best Attained by Joint Planning

**Winnipeg** — "Employers and employees are like Siamese twins: one can be healthy or prosperous unless the other enjoys reasonably good health and prosperity; and if one murders the other, he commits suicide."

This view was expressed by W. T. Wilson, Q.C., Deputy Minister of Labour for the province of Manitoba, in an address before Personnel Association of Greater Winnipeg. He also stated that unions, management and people generally are moving towards greater recognition of this basic fact of the interdependency of labour and management.

Having progressed from the days of absolutism to where labour and management now barter across the table," continued Mr. Wilson, "the inevitable next step is to plan around the table for growth and prosperity of enterprise in which they are involved."

The Deputy Minister then spoke of optimum production" as being number one goal of the participation — but he gave the term a new meaning.

"It does not necessarily mean maximum number of units produced," he explained, "but rather a situation where the best possible quality of goods or services is provided under thoroughly good working conditions, with a proper share to both management and workers for their contribution, and providing of these goods and services at the lowest economic cost to the consumer."

### Strong Support for LMC's

At this point Mr. Wilson proceeded with his personal assessment of the contribution which labour-management committees are making in the direction of this new concept of optimum production. Describing the work of the Labour-Management Co-operation Board of the federal Department of Labour as an "excellent program," he explained that it has much to do with collective bargaining. "Indeed, the department believes that there is a stable

(see page 2, column 2)

## LIBRARY 1960 WORKER LABOUR MINISTER URGES GREATER CO-OPERATION IN CANADIAN INDUSTRY

**Toronto** — Labour Minister Michael Starr has challenged "fair-minded people on both sides" to use their initiative and ingenuity to open up new channels of communication and participation between labour and management.

Speaking to the recent annual meeting of the Canadian Manufacturers' Association, Mr. Starr said: "It is regrettable that somewhere along the line the communications system has unfortunately deteriorated.

"We know some of the reasons for this. Today, everything is big. We used to have big business; now we have big labour; and we have big government. What we must remember is that behind all this bigness we are still dealing with people.

### Imaginary Fence

"It is an unfortunate situation where you have labour on one side of an imaginary fence and management on the other, and never the twain shall meet. Well, they must meet. And they must meet in an atmosphere of mutual understanding and co-operation or else the problems we now have

will be minor compared to those which are in store.

"Surely it should not be beyond the initiative and ingenuity of the fair-minded people on both sides to come together in an atmosphere of co-operation."

Mr. Starr spoke at a discussion on industrial relations, one of several topics debated at opening sessions of the association's two-day annual meeting.

At one point in his address he declared: "I persist in lumping labour and management together because I believe that both have an equal stake and an equal responsibility in the orderly and prosperous evolution of our economy."

1,000,000 HOURS

## "Hand in Hand" Aims High At Continental Can Company

**New Toronto** — "One Million Man-Hours Without a Disabling Injury" is the target of management and employees at Continental Can Company's Plant 54.

In support of their 1960 "hand in hand" campaign for a safer, cleaner plant, a large "Safety-Housekeeping" display bearing this target has been erected near the entrance to the plant's main thoroughfare.

man-hours free from disabling injury," another light is turned on.

Details of any injuries which required hospital or medical treatment are flashed on a "Safety-Gram" located at one end of the big display.

### Close Investigation

Accidents of this severity are closely investigated by the departmental foreman and safety member concerned, and a written report is presented in each case. Preventive action taken on the basis of this report is designed to eliminate all possibility of the same accident recurring.

(see page 2, column 4)

## Canadian Construction Needs L-M Teamwork Says CCA President

**Winnipeg** — The newly elected President of the Canadian Construction Association has recommended the formation of joint labour-management committees in the construction industry in "all centres where contractors and unions are well organized".

Jack M. Soules of Port Credit, Ont., stated during a recent luncheon address to the CCA's Management Committee and the Winnipeg Builders' Exchange that while there were many desirable revisions to Canada's provincial and federal labour codes, their adoption would not be the total solution to labour relations problems in the construction industry.

(see page 4, column 3)

## "Do It Now" Now? CCA Spokesman Says It's Not Too Early

**Fort William, Ont.** — Now is the time for communities to begin planning their 1960-61 winter work programs, according to Jack M. Soules, president of the Canadian Construction Association.

Speaking recently to a meeting of the Lakehead Builders' Exchange, Mr. Soules stressed the need of long range planning to provide continuing wintertime construction.

He pointed out that though the winter program just ended has in general been successful, the large number of seasonally unemployed construction workers showed that greater efforts will be needed to lick the problem.

"Construction cannot be turned on like a tap," he reminded his audience. "Projects on any size usually require a good deal of planning beforehand."

The wintertime construction program is more successful each year, but now is not too early to start promoting more construction for next winter, bearing in mind that it takes time to complete the land, design, financing, and tendering arrangements."

Mr. Soules also remarked that the new techniques permitting

(see page 4, column 4)

## Two Key Groups Co-ordinate Safety at CCCC

New Toronto — Two key safety committees co-ordinate the accident prevention program at Continental Can Company's Plant 54.

One of these is the Joint Safety Committee, a labour-management organization which acts in an advisory capacity, passing safety recommendations on to management for further consideration and ultimate decision.

The second body is the Central Safety Committee, whose membership is composed of management and union officers responsible for putting Plant 54's safety efforts in motion. They also take action on matters referred to them by the Joint Safety Committee.

To keep himself well informed on all plant safety activities, the chairman of the Joint Committee sits in on meetings of the Central Committee.

### Line Responsibility

Prime responsibility for the operation and effectiveness of Plant 54's labour-management safety effort rests with the "line organization" — the foremen and supervisors charged with maintaining safe work practices and eliminating hazards.

## Union Suggestion Promotes Liaison In Plant Program

New Toronto — Closer liaison between foremen and employee-members of a plant safety committee has resulted from a proposal made by Local 4025 of the United Steelworkers (CLC).

At Continental Can Company's Plant 54, one of two labour-management safety organizations is the Joint Safety Committee which meets bi-weekly and is composed of representatives from every department.

Based on the union's suggestion, membership of the group alternates every three months between each department's foreman and employee member. Management spokesmen report the idea is "working out very well."

### Alternates for Absentees

Since the plant accident prevention program must proceed unimpeded, provision is made to cover for absent safety committee members. Alternate members are appointed to attend meetings when the regular incumbent is on midnight shift or absent from the plant.

Chairmanship of the Joint Safety Committee is rotated regularly between hourly members and supervisors.



JOINT SAFETY COMMITTEE of Continental Can Company's Plant 54 in New Toronto. Left to right: R. Caissie, Lurette, A. Shute, J. Fournier, E. Stachiw, G. Hartley, W. MacDavid, B. Jacuta, Miss C. Groulx, C. Kelly, L. Meijer, J. Evans, and G. Bourgeois.

Emphasis is placed on correcting these things right out in the operating departments. Problems which affect more than one department, or which can't be handled fully by one department, are brought to the Joint Committee for further action.

Management and supervisory personnel spearheading the safety program include Plant Manager Peter J. Walzak, Assistant Plant Manager John C. McKenzie, Manufacturing Engineer Joseph Mizun, Personnel Supervisor Neville L. Tompkins, Quality Control Super-

visor Bill Schumann, and Accountant Bob Rankine.

### Union Support

Union officers taking an active part in Plant 54's "push" to reduce and eliminate on the job accidents are Freeman Leslie, President of Local 4025, and Union Steward Morris Korpatsniski. Other union stewards have taken turns acting as committee representatives for their various departments.

Messrs. Leslie and Korpatsniski are currently serving on the Central Safety Committee with Assistant

Plant Manager McKenzie, Engineer Mizun, Personnel Supervisor Tompkins and General Foreman Norman Thomas.

Joint Safety Committee members are: Charles Kelly, equipment supervisor; Alex Shute, packing foreman; Joe Fournier, machine shop foreman; Walt MacDavid, lithograph and lacquer foreman; Louis Mercier, assembly foreman; Jack Evans, plate foreman; Gerald Bourgeois, Rene Caissie, Albinie Lurette, George Hartley, Boris Jacuta, Christine Groulx, all of the plant staff; and Ed Stachiw, office.

## JOINT PLANNING

(continued from page 1)  
collective bargaining situation so that its program cannot be misconstrued or misused by either labour or management."

The Manitoba office of the federal Labour-Management Co-operation Service has been working consistently to assist enterprises to move closer to the goal of optimum production through the formation and encouragement of joint consultation committees.

"The committees enable people involved in an enterprise to pool their ideas to bring prosperity and a sense of achievement and satisfaction through intelligent, purposeful production planning," continued Deputy Minister Wilson.

One of the chief complaints about today's mass industry is that the individual employee is made to feel that he is merely a cog, not a person; that he is a number, not a man.

"The labour-management committee concept can do more to beat this complaint than anything else presently available," Mr. Wilson declared.

"Over the last decade or more, I have time and again come across situations where these committees have been operating. I have never heard, from management or labour, anything but praise and commendation."

## Participation Yields Results

When supervisors at the DuPont Sabine River Works were asked to devote a portion of each safety meeting to off-the-job safety and to try to get maximum participation from individuals, the results were amazing. Virtually every employee showed keen interest in the meetings.

One engineer hit on the idea of recording personal interviews with employees who had suffered off-the-job injuries. He found the people to whom he talked more than willing to describe the details of their accidents as their contribution to the program. He ended up with a thirty-minute program during which six recorded interviews were played while detailed sketches showing how the accidents had occurred were projected on a screen.

National Safety News, 6/60.

In his closing remarks the speaker strongly recommended that Personnel Association members not acquainted with the Labour-Management Co-operation Service should call in a member of its staff to discover how they can utilize its program for the common benefit of themselves and their employees.

## PLANT TOURS CATCH TROUBLE BEFORE IT HAPPENS

New Toronto — Safety tours coupled with safety displays, accident investigations and re-meetings of two safety committees — are paying off at Continental Can Company's Plant 54.

Latest reports reveal that 1960 labour-management drives improve 54's safety record, reducing accidents and promoting a neater plant.

Company and union representatives serving on the joint safety committees believe that good housekeeping improves safety and an improving safety record reflects good housekeeping. These convictions led this year to a combined "Safety-Housekeeping" program.

(see page 3, column 4)

## MILLION MAN-HOURS

(continued from page 1)

Another section of the display carries the names of all committee members for the year together with their alternate names.

Best department in the plant each week receives special recognition through another set of glowing lights. Interest of employees in the entire display is not keen, according to management spokesmen.

# It Waste ore it Beats Us s Steel Executive

Toronto — Wasteful practices in steel industry are a threat to security. They can only be overcome through all-out co-operation by companies, the Union, employee and every fore-

sease and cure, both were urged by R. Conrad Cooper, Vice-President of Personnel Services for the United Steel Corporation, in an address to the 89th annual meeting of the Canadian Manufacturers' Association.

Unless the waste problem is engaged and solved correctly, said Mr. Cooper, "the wheels of competitive misfortune may us beyond the point of no n."

## Don't Have One Without the Other

Toronto — "Hand in hand" at the plant level suggests industry is promoting marriage among its employees, or at endorsing a modicum of departmental flirtation.

Well, it's not like that at all. The expression has been noted at Plant 54 of the Continental Can Company of Canada as the theme for its 1960 Safety-keeping Program.

Reasoning that you can't have without the other, plant management, union officers, stewards, plant and office employees again taken up arms against safety and housekeeping ts.

The two-pronged plant program has been running for many now. At least once a year is thoroughly reviewed, improvements are made, old ideas dropped, new gimmicks added. Management finds that this tends pep up' the whole program," says Personnel Supervisor N.C. Skips.

### Four Phases

Plant 54's labour-management team is tackling its problems from different angles this year:

- Safety meetings
- Safety tours
- Safety displays
- Accident investigations.

Reviews of past programs and its left members convinced breaking the program down its components or "highlights" would make it easier to ate. Supervisors and departmental safety representatives are the new four-point plan is itating their drive for an accident free plant.

## Union VP Urges Joint Planning To Solve Operational Headaches

MONTREAL — If you want a person to help you carry out a project, you must first let him help you plan it.

This description of the "essence of true co-operation" was contained in an address delivered by Charles Smith, Vice-President of the Brotherhood of Maintenance of Way Employees, to the 1960 annual System Committee meeting of the Canadian National Railway's Union-Management Co-operative Movement, Maintenance of Way Division, held at the Queen Elizabeth Hotel in May.

Always a strong supporter of labour-management co-operation, Mr. Smith urged during his remarks that every effort should be made to obtain the maximum benefit possible through the CNR's joint consultation forum.

"Since the inception of this Co-operative Movement we have witnessed the transformation of the railways from a monopoly position in the transportation field to that of probably the most competitive industry in Canada," said the speaker. "The net result has been a continuing demand for greater efficiency and productivity of the individual employee. We believe the Maintenance of Way Department leads the way in accepting the challenge of progress.

Our men have demonstrated their willingness to adapt the new methods and to take advantage of such training as is available to ready themselves for technological changes as they come to pass."

### Vital Lines

Referring to the importance of effective lines of communication between employees and management in the maintenance of good relations, Mr. Smith pointed out that changes in methods of work which are not carefully planned and discussed prior to their inception, lead to fear and misunderstanding.

"For this reason," he continued, "we believe that more use should be made of the forum provided by the Co-operative Movement to discuss ways and means to lessen the impact of such changes on the employee."

Without dependable means of communication, the speaker suggested, it is difficult to maintain a high standard of morale.

Mr. Smith recommended that an authoritative information bulletin dealing generally with railway policy and planning, and specifically with prospective improvements in local areas, should be

(see page 4, column 2)

## Silverwood Man Takes Top Annual Award

WOODSTOCK, Ont. — Kenneth Ross, a machine operator with the Woodstock branch of Silverwood Dairies, has become a "Man of the Year".

The honour was conferred on him at the second annual banquet of the Silverwood Labour-Management Production Committee, whose membership turned out in full for the event.

Having won the "Man of the Month" award four times in the preceding twelve months, Mr. Ross led his 45 fellow-employees in the contest for the annual award.

Presentation of an electric wall clock was made to Mr. Ross and his wife by John Kaye, Executive Assistant from Silverwood's head office in London.

To qualify for an award, an employee must contribute an idea or suggestion which will promote progress by making plant operations more efficient. The committee proposed the award plan during its first year of operation, and management gave it a green light.

Guest speaker at this year's banquet was Stanley J. Walton,



"MAN OF THE YEAR" award winner Ken Ross and his wife.

senior representative for Eastern Canada of the federal Labour-Management Co-operation Service.

During his address on the subject of "labour-management committees and the small plant", Mr. Walton praised the Silverwood LMPC for the number and calibre of its achievements.

Similar tributes were paid by Mr. Kaye, Woodstock Manager Harold Swanson, Keith Tupper, Chief Steward of Local 647, International Union of Teamsters and Chauffeurs, and Albert Elson of the Labour-Management Co-operation Service. Mr. Tupper was chairman for the evening.

## Plant Manager, Local President Praise Program

NEW TORONTO — Any safety program is only as good as the leadership and support given to it by all levels of management and supervision.

According to Peter J. Walzak, Plant Manager with the Continental Can Company of Canada, it is this leadership and support which accounts in large measure for the current level of efficiency and achievement in safety at Plant 54.

Said Mr. Walzak: "When management thinks, and above all, acts on safety matters, it has taken its greatest step forward in the setting up of an effective accident prevention program."

Freeman Leslie, President of Local 4025 of the United Steelworkers, which represents the 500 employees in CCCC's New Toronto division was asked why union and employees were supporting management's current Safety-Housekeeping Program.

Mr. Leslie replied: "If through co-operation between management and union we can send all our union members home at the end of each day unharmed by industrial accidents, our co-operation is well worthwhile."

The union president also pointed out that one of the greatest contributing factors to safety is a clean and orderly work place. "Safety and housekeeping must go hand in hand", he said.

Concluded Mr. Leslie: "We also believe it to be the duty of every one of our members to use all safety devices and methods supplied and suggested by management to protect himself from injury."

### PLANT TOURS

(continued from page 2)

Safety tours have done a great deal to eliminate hazards and encourage safer work habits among Plant 54's 500 employees. Safety tour check lists have been developed for each department to assist labour-management teams in locating a potential menace and spotting dangerous practices.

Immediately after each tour, departmental foremen mark down their "plans for action" on the check list form. Prompt handling helps to get items corrected quickly.

All departments participate in the plant's housekeeping program. Daily tours are conducted by foremen, and the neatness and cleanliness greeting the visitor's eye attest to the huge effort being put into the program. Plant 54 rightfully considers itself a leader in the field of housekeeping in Ontario.

# SUGGESTIONS WANTED!



## LABOUR-MANAGEMENT CO-OPERATION PRODUCES

### New IDEAS

**Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.**

## BUSINESSMEN TO BLAME SAYS GREGG

London, Ont. — Canadian business leaders can blame themselves for many of their labour-management relations problems, claims Milton Gregg, VC, former federal Minister of Labour.

Speaking to the annual business conference at the University of Western Ontario, Mr. Gregg declared that the old system has passed, and the business enterprise can no longer be regarded merely as an opportunity for personal gain, family prestige, social advancement or power.

Business leaders now, he said, must regard business as a social function, carried out primarily for the benefit of society. In planning for the future, they must emphasize the human factor in their relations with labour and the community.

In a later interview, Mr. Gregg suggested management is not taking the human factor fully into account in pushing the trend toward automation. It could show much more consideration for workers in the way in which

automation is put into effect — for example, by taking employees into their confidence when installation of equipment is planned.

"This is a test of the character of relations between management and work force," said Mr. Gregg. "If relations are poor, management has the idea it can postpone trouble till the last possible moment. This is not only cruel, but cowardly."

The speaker recommended that formation of labour-management production committees in each plant can do much to ease the problem. This is indicated, he said, by the successful experience of the 1,600 Canadian plants which do have such committees.

#### UNION VP

(continued from page 3) developed and made a subject for discussion at divisional meetings.

"Change is not nearly so objectionable if the reason for it is understood and the improvement to be gained is demonstrated," he said.

"It seems to me that both local management and employees feel more of the partnership spirit when they are taken into the confidence of management by means of frank discussion."

# The Right Atmosphere

"Teamwork in Industry" for July-August tells of a plant where 160 employees produce 25 to 30 suggestions every month.

Besides being a better-than-average average, 90% of these suggestions are adopted. They range over typical problems — how to speed production of a part, what to do about a threat to safety, where to reduce waste, and how to prolong a machine's life.

The most significant aspect of the story is that these contributions are not extracted by special inducements such as prizes of merchandise or cash. There are none. The employee's immediate, tangible reward is plain "personal satisfaction", a factor so vital to morale and production that not even a flood of benefits and prizes will make up for its absence.

How do you create a plant atmosphere in which "personal satisfaction" becomes the number one reward for effort? Since "all generalizations, including this one, are wrong", as the saying goes, we must confine ourselves to indicating why we think relations in this specific enterprise are responsible.

Labour and management at this plant have a lot of confidence in each other's integrity. They show respect for each other's ability and opinions. They know the importance of keeping each other fully informed. Finally, they recognize that the efficient operation and ultimate success of the business depends on their joint willingness to establish a maximum of unity and a minimum of friction.

When an employee finds himself in such an environment, does he begin to feel that he is working "with" someone, not just "for" someone? Does he mature into a confidant and friend from a mere "Good morning" acquaintance? In the encouraging warmth of this atmosphere is he more likely to stumble on an idea worth thousands of dollars a year?

We are only speculating, of course; we can't be sure. But have we seen what a sense of partnership is doing for one plant, we sometimes wonder what would happen if it was adopted throughout Canada's industry.

## CONSTRUCTION

(continued from page 1)

"Closer labour-management relations at all levels are a 'must' if costly production and wage losses through industrial disputes are to be avoided," declared Mr. Soules.

#### Common Objectives

He also stressed that labour relations should be a year-round activity rather than a transitory device for use only during negotiating periods and crises.

The CCA believes, continued Mr. Soules, that there are many subjects on which employers and employees have common objectives, and that emphasis should be placed on this positive aspect of their relations rather than on the negative or acrimonious aspect characterized by disputes and work stoppages.

The speaker directed attention to the joint labour-management committees operating in the construction industry in Winnipeg, Montreal and other cities. They are doing "a most creditable job" in a quiet, effective manner, thereby setting "a very commendable

example" for those centres where they have yet to be established.

"There is practically no limit to what these committees can accomplish for the common good if they continue to act in an atmosphere of trust, reason and responsibility," asserted Mr. Soules.

Concluded the new CCA President: "I would like to emphasize that I do not think that management and the unions are necessarily members of completely opposite camps."

Employers in the construction industry are among those who have the most understanding of the objectives of the labour movement. Many of our executives have risen from the ranks, and some have been union officers in the past.

## DO IT NOW

(continued from page 1) wintertime construction had a completely different effect on employment than was usually the case in other industries.

Rather than create competition that shifts workmen, construction techniques that permit year-round building provide additional employment to the same employees and to supporting industries.

# TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR  
Minister

Editor-in-Chief

89

A. H. BROWN  
Deputy Minister

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# IWORK in INDUSTRY

XVII—No. 9

OTTAWA, CANADA

OCTOBER, 1960

## Howard Smith Visitors Top 10,000



ORS to the two week long Open House held at the Howard Smith Paper in Cornwall topped 1500 in one evening and totalled over 16,000.

### Six' Chief Topic Two Weeks Plus

Cornwall, Ont. — Big Six, the wedged star of Howard Smith's 1960 Open House, got everyone's conversation for weeks or more this summer. Typical of the expressions heard coming from children on Cornwall streets was the query "Hey, Y'seen Big Six yet?" Overtly, the expression was all but household word.

The firm's Open House was publicized through newspapers, radio and television. The newspaper, the Standard-holder, issued a 12-page supplement of photos and stories, together with a map of the mill showing tour routes for visitors. (see page 2, column 4)

### MORE EAR PLUS MORE TONGUE FOR 1960s

Toronto — More listening and more talking is needed if management is to establish and maintain good communications with its employees in the '60s.

W. H. Palm, President of Hinde and Dauch, recommended this policy at the 89th general meeting of the Canadian Manufacturers' Association.

"I think we in management have been guilty of doing too much talking about communication without communicating," he asserted.

"Communications must be a two-way process. If we believe in 'bottom-up' management, as I do, then we must have 'bottom-up'

(see page 2, column 3)

### Workers' Skill Helped City Land 'Big Six' Says Editor

Cornwall, Ont. — The Standard-holder, this city's daily newspaper, paid a tribute to the employees of Howard Smith Paper during the firm's recent Open House.

Referring to the mill's new 352-ton fine grade paper machine, an editorial commented: "Big Six did come to Cornwall by accident.

One reason hinged on personnel. Within the mill is a large staff of skilled workers with the ability to produce high quality paper.

Cornwall thus benefits from the reputation of craftsmanship built up in the Cornwall division of Howard Smith Paper Mills over many years."

### Union-Management Co-operation Helps Make Plant Tour a Success

Cornwall, Ont. — Over 10,000 people visited Howard Smith Paper Mills during the company's two-week day-and-night Open House this summer.

The visitors — 10,887 of them by actual count — surpassed attendance at the company's first Open House in 1952. Crowds went as high as 1,600 in a single night and on three occasions passed the 1,000-mark. Among the sightseers were hundreds of schoolchildren and their teachers, plus about 45 business, industrial, professional and service club organizations.

#### Union Guides

For the evening plant tours, about 25 volunteers were assigned to stations along the tour route. Recruited from staff employees and the memberships of Local 212, United Papermakers and Paperworkers (AFL-CIO/CLC) and Local 338, International Brotherhood of Pulp, Sulphite and Paper Mill Workers (AFL-CIO/CLC), these guides guarded the safety of visitors, answered countless questions and pointed the way.

Although they encountered a few minor problems during the two weeks, the guides needed to shepherd their 10,887 charges through the mill without a single injury.

Big Six

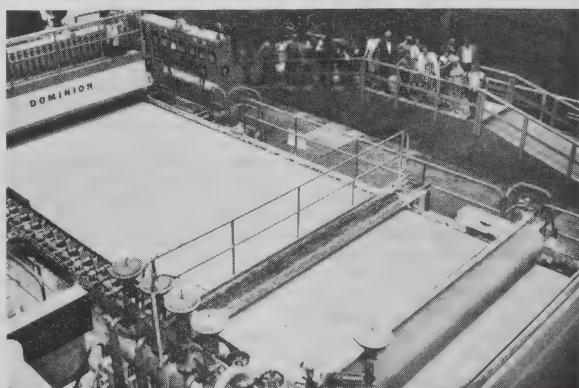
Highlight of the Open House was a stop at Big Six, Howard Smith's new fine grade paper machine (see page 2, column 2)

### High Wages Dependent On Well Run Industry

New York — Good management and high productivity are the goals to strive for if Canadian industry is to continue paying high wages in the future.

A statement to this effect was made by John Davis of Vancouver, Director of B.C. Electric's Research and Planning Division, during a speech to the May meeting of the National Industrial Conference Board in New York.

Mr. Davis remarked that Canada is entering an era in which high wages can be paid only in those industries which are well managed and capable of producing, more or less continuously, on a large scale.



BIG SIX was the star attraction at Howard Smith's Open House. The new machine has an ultimate daily production capacity of 170 tons of paper.

## Changed Mind When Mother, 73 Said 'Take Me'

Cornwall, Ont. — Les Whitaker is pipefitter foreman of the mechanical department at Howard Smith Paper Mills here. He worked on Big Six — the company's now famous fine grade paper machine — from planning right through to completion.

When the mill proposed to hold an Open House this past summer, to introduce Big Six to the general public, he was pretty skeptical. Employees would be interested, sure. But the public? No sir! It would go over like the proverbial lead balloon, he predicted.

Nevertheless, when plans for the Open House were ultimately laid and executed, he volunteered his off-duty services as a stationary guide on the plant tour route. He watched them swarm in, men, women and children. He answered countless questions. He heard the kids say, "Show us where you work, Dad." He saw hundreds of people stoop and bend and stretch to get a closer look at a piece of machinery. They kept coming — over a thousand in one evening! But still he was unconvinced.

Then, one night at supper, his 73-year-old mother suddenly set her knife and fork down in the middle of her meal and demanded: "When are you taking me to see Big Six, Les?"

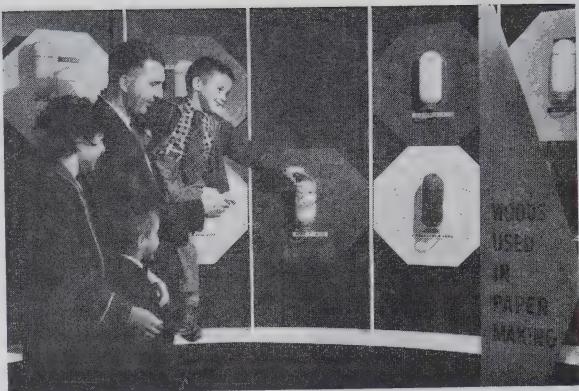
That did it. He took her. He's been convinced ever since. "Oughta hold Open House once a year," he says.

## 'Delighted' With Response To 1960 Open House

Cornwall, Ont. — Management of Howard Smith Paper Mills' Cornwall division is well pleased over the response of employees and their families and the general public to the company's 1960 Open House.

Said General Manager W. P. Nesbitt: "We are more than delighted with the results. It is gratifying to learn that so many of our employees and their families and so many Cornwall and district citizens are interested in the many developments which have occurred at our mill."

Topping the 1,500-mark one evening, visitors rang up an attendance grand total of 10,000-plus during the two weeks of operation Open House.



VIEWING an exhibit are George Belmore and family. Wives and children of employees visited the Howard Smith Open House in large numbers.

### TOP 10,000

(continued from page 1)

chine, the largest and fastest in Canada. Big Six has a speed range of 250 to 1,500 feet per minute, an ultimate production capacity of 170 tons of paper per day, and is privately housed in a structure measuring 450 feet by 114 feet. Total cost of the new project was \$7,500,000.

Yellow plastic floor arrows marked out the 4,000-foot plant tour through a variety of machine, stock and finishing rooms. En-

route were two displays, one illustrating the paper making process, the other exhibiting end products, and two detailed and extensive scale models of mill equipment which attracted considerable attention. Marking the end of the tour was a hand-out booth where two girls were kept busy distributing scribblers, pads of paper and information sheets.

During the first week of Open House, the company served refreshments to employees and their families.

## Two Local Presidents Agree Open House Excellent Idea

Cornwall, Ont. — Inviting employees, their families and the general public for a plant visit once in a while is an excellent idea in the opinion of union executives Larry Snyder and Terry Duff.

Employees of the Cornwall Division, Howard Smith Paper Mills, both men emphasized the public relations value of the company's two week long, 1960 Open House, which excited the curiosity of over 10,000 visitors.

Mr. Snyder, who is President of Local 212, United Papermakers and Paperworkers, described the affair as "a success from four points of view: company, union, employees and community."

When asked if he could explain what motivated people to show up in such numbers, he replied: "It was their chance to see how a big mill operates and to learn something about the good relations existing between employees and management."

"The wives and children are interested mainly in seeing where Dad works and exactly what he does all day for his paycheck."

Mr. Duff, President of Local 338, International Brotherhood of Pulp, Sulphite and Paper Mill

Workers, remarked that "people are glad to have an opportunity to know what we're doing up here. Too often in the past it was the custom for work to be done behind closed doors."

Queried about the individual employee's reaction, Mr. Duff thought that "anyone taking pride in his work would be glad to have his family and friends drop in."

### MORE EAR

(continued from page 1)

communications. We cannot have one without the other.

"We have not been making a strong enough effort to communicate ideas and information to our own employees, especially those who are members of organized labour. Certainly the unions have been in touch with them and have been doing a much better ... job."

Mr. Palm admitted that management people communicate fairly well among each other, although they too could stand improvement. The speaker predicted great advances in communications techniques and in the art of communicating in the 1960's.

## COSTLY HORSEPLAY

The Dartnell Corporation Chicago reports a worker taking a shower prior to going home after working all day steel-mill-type operation, when another worker flipped a light cigarette at him. The first worker jumped to avoid being burned. Result — one badly broken wrist.

The company reported the incident in its employee newsletter adding the costs of the incident.

"The doctor says a broken wrist takes 11 weeks to heal. (It may be the worker can come back before that on some other job, but let's assume that he will be out the full 11 weeks.) A 12-pt. man, this fellow's weekly wage, with the 20 percent bonus in effect at the mill, is \$133.04. Multiplied by 11 weeks, this totals \$1,463.44 in lost wages for him. He will have returning to him in insurance benefits \$30 per week, or \$632.50 for the 11 weeks. Net loss to the worker and his family: \$830.94. Loss to the non-thinking guy who flipped the cigarette: nothing."

The worker responsible for the accident is reported to have had a habit of horseplay. We hope this record was cause for dismal Horseplay should not be rewarded by either management or workers.

IAPA "Accident Prevention"

### PROGRESS IN MODERATION

I am not an advocate of frequent changes in laws and constitutions. But laws and institutions must go hand in hand with the progress of the human mind. As that becomes more developed, more enlightened new discoveries are made, and truths discovered and man's opinions changed with change of circumstances, institutions must advance also to keep pace with the times. It might as well require a man to wear still the coat which fitted him when a boy, as civilization to remain ever under the regimen of their barbaric ancestors.—Thomas Jefferson

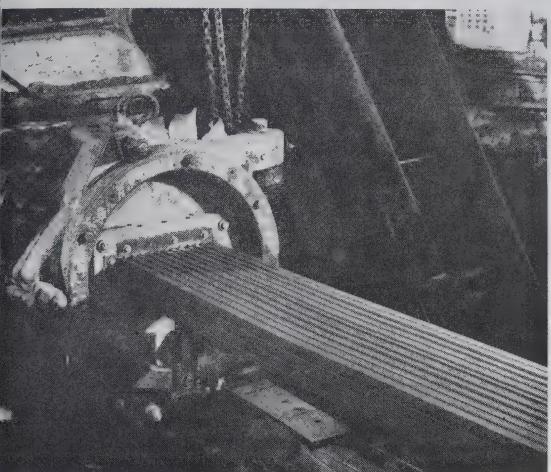
### 'BIG SIX'

(continued from page 1)

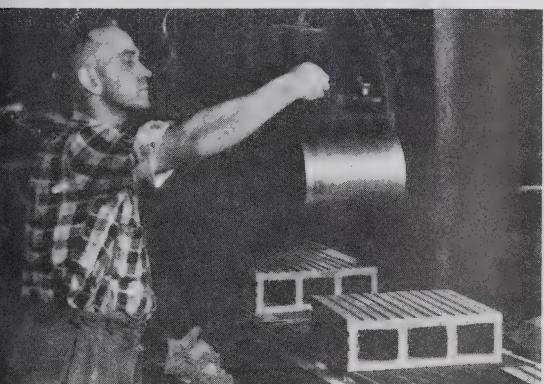
One of the special features offered for guests during the two weeks' program was the screening of a new colour film, Big Six, the story of a paper machine community and a deadline. It was filmed by Howard Smith employees, directed by Lloyd Rett, Editor of the employee paper, Papermill Log, and rated and finished by a community studio.

# Need Top Efficiency to Compete

## THE LANTZ PLANT



A RIBBON emerging from pug-mill just prior to cutting. Next stage in tile manufacturing process is illustrated below.



A partition tile coming through cutter at the Lantz, N.S. plant of Shaw. Lexie Keyes, repairman, is shown inspecting an oil valve.



A TUNNEL KILN in the main plant of L. E. Shaw Ltd. at Lantz, Nova Scotia. Production is between 50 and 60 thousand bricks daily.

## Small Firm's Ability Boosted By Joint Consultation Says Brick and Tile V-P

**Halifax** — To compete successfully against larger firms the small company must develop top efficiency, and to achieve top efficiency, labour and management must be willing to work together toward that objective in an organized fashion.

When brick and tile manufacturer Lloyd R. Shaw made this observation a few weeks ago to representatives of the federal Labour - Management Co-operation Service, he was speaking from extensive practical experience with joint consultation.

### Golden Opportunity

"Any company or plant interested in improving efficiency and bettering its industrial relations is missing a golden opportunity if it does not have a labour-management committee," he stated. "This is our conviction after 11 years' experience."

He disagreed with the viewpoint of some smaller companies whose "only reason" for not establishing joint consultation between union and management is that they "can't afford the money or the time."

Observed Mr. Shaw: "We have no such argument here."

## Suggests Solution To Small Company Committee Problem

**Halifax** — Plants which have too small a staff to justify setting up a separate committee for safety should let their regular labour-management committee handle this subject, according to Harry Livingstone, Manager of Personnel Administration with L. E. Shaw Ltd.

Since staff size may impose limitations on committee activity in a small plant, Mr. Livingstone suggests that the problem can be overcome by recognizing that safety has a legitimate tie-in with production and thus is a proper subject for a joint consultation committee.

"Health, safety and production are three of the principal topics for discussion in our committees at Lantz, New Glasgow and Chipman," he said.

### Safety Gains

Expanding on the safety record of the eight L. E. Shaw Ltd. brick and tile plants in the Maritimes, Mr.

(see page 4, column 3)

## Two More Shaw Plants Will Establish Joint Consultation

**Halifax** — Joint consultation will soon be extended to two more of L. E. Shaw Limited's brick and tile manufacturing plants, according to spokesmen for the company and the National Union of Brickyard Workers.

Requests have been made jointly by company and union officials that LMPCs be organized at the two plants in Fredericton, N.B., and Sydney, N.S. This will bring to five the number of Shaw plants practising joint consultation.

Labour-management production committees are currently operating in three of the eight Shaw plants in the Maritimes — Lantz and New Glasgow, N.S., and Chipman, N.B.

## Modular Bricks A 'First' With L. E. Shaw Ltd.

**New Glasgow, N.S.** — Modular bricks, so called because they are designed to fit exactly into place without modulating or cutting, were first manufactured in Canada by L. E. Shaw Ltd.

The first house built of modular brick was erected in Ottawa in 1958 and the brick came from the company's plant in New Glasgow, N.S.

### Time Saver

L. E. Shaw collaborated with National Research Council and Central Mortgage and Housing Corporation in the design, production and introduction of the new product.

Simplified construction, precision, and savings in time, effort and materials are the virtues of modular brick. With each one a fixed length, the hit or miss factor is eliminated right from the moment an architect sits down to calculate exactly how many bricks will be needed for the job.

# Committee Activity Benefits Plant Says Union President

**Lantz, N.S.** — Employees and plant of the brick and tile firm of L. E. Shaw Ltd. derive joint benefits from the labour-management committee in their midst, claims Clinton H. Isenor, President of Local 2, National Union of Brickyard Workers (CLC).

In a statement prepared for "Teamwork in Industry" Mr. Isenor indicated that this applied particularly to the field of safety.

"The committee has a great deal to do with our accident prevention program, and the plant benefits from its meetings."

Plant safety tours which the committee conducts weekly have contributed to the employees' accident prevention record, Mr. Isenor believes.

"The committee sees many hazards which are otherwise overlooked and has them corrected before an accident occurs."

"Narrow his view and muzzle him and you can make a man work like a horse — but not live like a man."



REMOVING forms from concrete pipe at the Lantz plant of brick and tile manufacturers L. E. Shaw Limited are Henry Preepher, left, and Ronald Keyes.

## Life Easier for Superintendent Thanks to Joint Committees

**Lantz, N.S.** — Labour-management committee influence at the Lantz plant of L. E. Shaw Ltd. has spurred teamwork and co-operation among top management, union officers and supervisors, and lightened the responsibilities of the plant superintendent.

The man who made these claims is none other than the plant superintendent himself — Keith

Rawding, who is also a charter member of the New Glasgow plant's labour-management production committee.

### Perfect Record

Mr. Rawding hasn't missed a single meeting in the 11 years the Lantz committee has been operating. "Our company's labour relations have been excellent during this time," he reported, "and much of the credit is owing to our LMPC.

"Many valuable ideas have come from our three committees in Lantz, New Glasgow and Chipman," he continued. "My personal responsibility of supervision has been made much lighter through continuing teamwork and co-operation."

### SUGGESTS SOLUTION

(continued from page 3)

Livingstone reported that in a recent 12-month period there were only two accidents throughout the company's entire operation, and these were not serious. Accident frequency has been lowered from 84 to 14 in the last four years, and the company-union objective for 1960 is 10.

The three labour-management production committees' contribution to safety in the eight plants was described by Mr. Livingstone as "a very important share".

"They have worked hard to get all our employees into the act and to publicize safety," he stated.

## Friendly Persuasion

Joint consultation and labour-management co-operation received impressive support at the 44th International Labour Conference in Geneva.

The conference recommended that its 95 member countries and territories take measures to promote consultation and co-operation at industrial and national levels between public authorities and employers' and workers' organizations. Delegates adopted the recommendation by a vote of 217 to 0, with 34 abstentions.

This sweeping mandate of 86 per cent in favour does not mean that member nations are about to force co-operation on their various peoples. On the contrary, the philosophy of joint consultation in most countries is promoted through example and persuasion. In one exception that comes to mind, labour-management committees are required by law in every enterprise with a staff of 20 or more. Here in Canada, companies and unions are free to call upon industrial relations officers of the federal Labour-Management Co-operation Service for assistance in setting up joint consultation committees. The choice is entirely their own.

Today such evolutionary merchandising may look out of date alongside the revolutionary pace of the big, noisy, fast "sell". But because our Service is promoting a high quality product, we are attracting a growing volume of loyal customers. During the past 10 years the number of joint consultation committees in Canada has more than doubled.

From our experience with these committees in the business, civic and industrial life of Canada we have developed a strong faith in the ultimate future of the movement. Over the years joint consultation has helped Canadian labour and management to become more reasonable and enlightened in their dealings with each other. They have discovered by working together on mutual problems that there is no practical substitute for co-operation. It is our conviction that this process will go on expanding its influence until joint consultation becomes an accepted and permanent part of Canadian labour-management relations and ultimately of relations in each of the 95 countries and territories represented in the ILO.

Perhaps by then, having discovered that a willingness to co-operate with each other has advanced the national welfare, we will have acquired the necessary skills to promote the ideal of co-operation among nations.

## Brick and Tile Firm In Business Almost 100 Years

**Halifax** — The Maritime operation of L. E. Shaw Ltd. boasts 100-year history and encompasses eight plants located at Halifax, Dartmouth, Lantz, New Glasgow and Sydney in Nova Scotia, and at St. John, Fredericton and Corner Brook in New Brunswick.

The company will celebrate 100th year in the brick and tile business in 1961. The firm founded by Robert Shaw who started making brick at Hantsport, N.S. in 1861. Succeeding generations of the family have continued to operate the enterprise since that time.

R. H. Shaw, grandson of founder, is President of the today.

All eight plants are engaged in the production of a variety of brick and concrete building products, brick, tile, pipe and "thermoceramic". Considerable quantities are shipped out of the Maritimes to markets in Ontario, Quebec and Newfoundland, and also to Maine, the U.S., and to the West Indies.

Two types of kilns are being used in the manufacture of L. E. Shaw's products. At Lantz, for example, a continuous tunnel kiln produces between 50 and 60 thousand sand bricks a day, while Chipman yields 60 thousand a week from six round "beehive" or periodic type kilns.

A total of 350 people are employed in the eight plants, 110 in the company's Lantz site in Nova Scotia. Bargaining agent for employees is Local 2 of the National Union of Brickyard Workers (CLC).

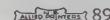
"The result is that all of people from foremen to sweepers are in on the program. Safety awareness has been promoted such a pitch that today our employees look askance at someone who has an accident."

Mr. Livingstone stressed the absolute necessity of getting supervision — principally from foremen — thoroughly dedicated to a plant safety program. "If we fail to achieve this high level of interest," he concluded, "it is good for safety or production anything else."

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
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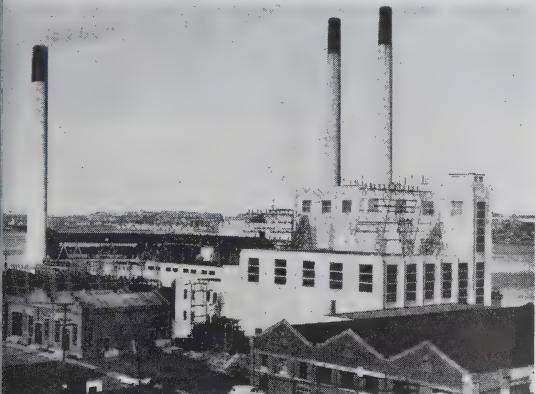
# IWORK in INDUSTRY

XVII—No. 10

OTTAWA, CANADA

NOVEMBER, 1960

## COMMITTEES WORTH TIME AND COST



ST thermal-generating station in Eastern Canada, located on the waterfront, is operated by Nova Scotia Light and Power Company Ltd.

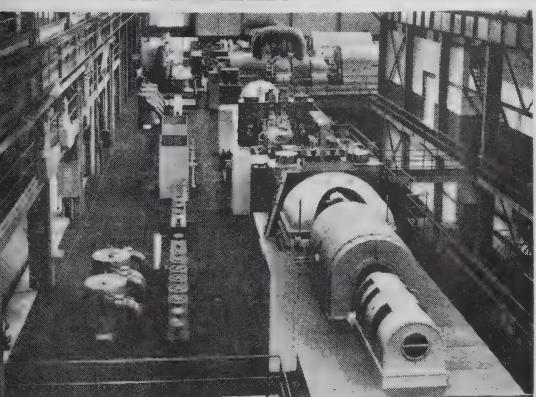
### TOUGH" SITUATIONS SOLVED BY JOINT CONSULTATION

ville, N.S. — "Definitely No matter how rough the case, a labour-management committee would solve their problem eventually." Jack Riggs, President of IBEW Local 1165, made this reply when recently if he could picture our relations situation so well that joint consultation would not save it. According to Mr. Riggs, his own communications company and employees led

to the formation of labour-management committees in the Valley Area of the Nova Scotia Light and Power Company Limited.

"Before the committees were set up in May 1959, I was very sceptical," admitted Mr. Riggs. "Our own case was so bad I didn't think joint consultation would work for us."

"Previously we had only collective bargaining to get together (see page 2, column 2)



CREATIVE labour-management effort is represented here. NSL&P designed the thermal-generating station, employees built it.

### LMCs Aid Efficiency and Relations Says Power Company General Manager

**Halifax** — Five labour-management committees serving the interests of employer and employees in the Nova Scotia Light and Power Company Limited are "not inexpensive" but they are "justifying their cost, both in time and money."

A. R. Harrington, General Manager of the company, put forward this appraisal when asked recently if he would comment on the progress of joint consultation since the first committee was installed two years ago.

"I consider labour-management committees a very useful tool for promoting efficiency and improving relations," he continued, "but it must be properly administered."

Mr. Harrington warned that impatience could cause labour-management co-operation to fail from the start.

"Proper education in advance is the right approach — not forcing by impatience," he said. "Supervisors, the union and everyone who will be involved in the idea must all want an LMC."

#### Unions Interested

He also believes that unions are basically interested in joint consultation because "it gives employees a clearer picture of what goes on within a business organization and makes them feel more like partners in the enterprise."

(see page 2, column 4)

### Relations Better If More People Serve On LMCs

**Halifax** — Understanding between labour and management can be greatly extended by arranging for more and more personnel to serve on labour-management committees.

Larry Fevens, a leading steam plant operator with the Thermal Division of Nova Scotia Light and Power Company Limited, and union co-chairman of the division's labour-management committee, believes that this is one key to promoting better relations in Canadian industry generally.

"We have always been able to approach our management easily

### Parliamentary Immunity Assured

**Wolfville, N.S.** — Freedom to speak one's mind at LMC meetings received strong support during the first annual joint meeting of the Valley Area Labour-Management Committees, Nova Scotia Light and Power Company Limited.

Parliamentary immunity and the scope of topics at LMC meetings were raised for discussion by Jack Riggs, co-chairman of the Western Area LMC, and President of Local 1165, International Brotherhood of Electrical Workers.

R. M. Barteaux, Superintendent of Electric Operations, Halifax, and chairman of the joint meeting, stated that committee members are free to bring any matter to the meetings, and that subjects introduced would be dealt with according to their merits.

Mr. Barteaux also declared that a member of either committee "shall be free to discharge his duties in an independent manner without fear that his individual relations with the Nova Scotia Light and Power Company shall be affected by any action taken by him in good faith in his representative capacity."

on various problems," Mr. Fevens said recently to representatives of the federal Labour-Management Co-operation Service.

"However," he added, "even where relations are congenial, I think an LMC is still needed. I would definitely recommend joint committees to others. You can't get to know management just through an occasional meeting in the plant."

"I get to understand a man and his point of view when I work a problem over with him in our committee."

## TWO COMMITTEES MAKE 76 PROPOSALS IN ONE YEAR

**Halifax** — Solid evidence of the progress being made by two labour-management committees operating in the Eastern and Western regions of the Nova Scotia Light and Power Company Limited has been provided by R. M. Barbeaux, Superintendent of Electric Operations.

A survey conducted by Mr. Barbeaux of the committees' accomplishments revealed that a total of 76 recommendations were proposed by members during their first year of activity.

"The committees have made good progress," Mr. Barbeaux added. "As time goes on and we gather experience, their usefulness will increase."

The Superintendent of Electric Operations approaches the subject of joint consultation as a practical businessman and a realist.

"Like the fellow from Missouri, I've got to be shown," he declared. "If the committees continue to produce like this, we'll keep them. Otherwise we'd dissolve them."

Mr. Barbeaux pointed out that though the two regions of Nova Scotia Light and Power are doing the same basic job in their respective areas, the 40 recommendations made by the Western Labour-Management Committee differed



FIRST JOINT MEETING of the Eastern and Western Area Labour-Management Committees of the Nova Scotia Light and Power Company Limited was held in Wolfville, N.S. last April. Labour representatives are members of Locals 1165 and 1928, International Brotherhood of Electrical Workers, AFL-CIO/CLC.

Front row, left to right: B. Sharpman, S. W. J. Riggs, T. Clahane, R. M. Barbeaux, E. Stuart, E. Back row: W. Harvey, M. Lane, G. Lantz, L. B. Grant, P. Miles, H. Gatti, W. McNeill, V. Wh. D. Lees, G. Stuart, K. McGrail, C. Haley, J. R. Swinnamer, W. MacDonald, E. Hancock, A. T.

in many ways from the 36 made by the Eastern Committee.

### Exchange Ups Value

However, value of the proposals made in each region was raised by a further suggestion that the two committees exchange their lists of recommendations.

Topics discussed ranged over safety on the job, suggestion plans, apprentice training, improved customer service, an employee credit union, and standardization of work methods.

## Efficiency, Safety Improved By Member Proposals

**Wolfville, N.S.** — Operational efficiency and safety in the Western Area of Nova Scotia Light and Power Company Limited has been improved through proposals made by LMC members, according to Regional Supervisor Tom Clahane.

One example provided by Mr. Clahane was the suggestion that the company's long neglected Manual of Blueprints be revised, brought up to date, and put back into use.

"The manual shows recommended construction design for the jobs we encounter most frequently," he explained. "By demonstrating how to simplify and standardize techniques, it saves money and time."

"Thanks to our labour-management committee the manual is back in circulation and being used regularly."

### Bathtub for "Pigs"

Another LMC proposal led to the reduction of a dangerous hazard to which linemen are continually exposed.

To protect themselves against shock and possible electrocution, the crews use power line hose when doing general repairs, and also employ a heavy rubber insulator hood called a "pig" whenever they must pass through power lines in moving from one spot to another.

(see page 4, column 2)

were: "I'd like to talk to you again after five years of this. We have a lot to do and a long way to go — but we're getting there because of our committees."

### TIME, COST

(continued from page 1)

General Manager Harrington went on to explain that a labour-management committee was introduced in the company's sit Division in 1958.

Some thought had been given to organizing an LMC in division at once, but it was finally decided that Transit sit take the plunge alone on a experimental basis.

Progress of the committee so satisfactory that within months representatives of 1165, IBEW, were supporting requests by employees in the Eastern and Western Areas for a full extension of joint consultation. Supervisors were besieged on management.

The upshot was that Eastern and Western Areas formed their respective committees in 1959, and Thermal Division Electric Operations followed five months later.

### Vital Ingredients

Mr. Harrington cited three ingredients which he believes a labour-management committee must have if it is to survive and flourish.

"First of all, senior management and division heads must be solidly behind joint consultation and actively engaged in it. If this program will wither,

"Secondly, we have to prefer a fairly rigid form of meetings. Meetings are held on fixed dates and management and labour representatives are expected to show up promptly at the appointed time. Too much informality tends to make the program get slack."

"Thirdly, the keeping of minutes is essential. They provide an orderly means of checking progress."

## FIRST YEAR PRODUCED RESULTS SAYS SUPERVISOR

**Windsor, N.S.** — "Management on the whole seemed pretty well pleased with what was accomplished in our first year."

In these words, James H. Gatti, Regional Supervisor of Nova Scotia Light and Power Company Limited, summed up progress made by the Eastern and Western Area Labour-Management Committees since their establishment in May of last year.

"We've certainly made progress," he added. "Relations between labour and management have definitely improved."

### Privacy Helps

Mr. Gatti also reported that the suggestion box put up by Eastern Area's LMC is "doing nicely". He thinks that employees are more inclined to impart an idea by this method because of the privacy it provides.

"When a proposal is rejected, management takes great care to explain just why. When a man goes away well satisfied with our explanation, there is little chance that he will be discouraged from trying again."

## ROUGH SITUATIONS

(continued from page 1)

in an organized way. One on one side, one on the other — not what we needed to handle our mutual, everyday problems."

Today Mr. Riggs insists he "can't say enough" for labour-management co-operation.

"Conditions have been bettered by two or three hundred per cent," he declared. "The original aims the company and the union had in mind when we were setting up have been accomplished to a large extent."

### Good Faith

Increasing good faith between employees and company is one of the most important gains for labour-management co-operation, Mr. Riggs believes.

"Anything said by company representatives in labour-management meetings is done in every single case," he continued.

"Grievances have been cut 'way down. Things we used to fight for at just the union level we now straighten out in labour-management."

Mr. Riggs' closing remarks to interviewers from the Labour-Management Co-operation Service

# CO-OPERATION IS WORK DONE BY UNION HEAD

**Halifax** — By providing opportunities for company and union become better acquainted with other's point of view, joint consultation enables people to a lot of good work done."

Jack Kane, President of Division 508, Amalgamated Association of Street, Electric Railway Motor Coach Employees of America, expressed this opinion a weeks ago in a conversation.

George Yorston, Eastern Canada representative of the Labour-Management Co-operation Service.

Mr. Kane, who is a trolley bus operator with the Transits of Nova Scotia Light and Power Company Limited, described his division's founding of its labour-management committee as one of the most progressive steps taken — by company and man alike."

## Efficiency Rises

during the two years the LMC been in existence, stated Mr. Kane, labour and management made "obvious progress" in their relations with each other and in promoting efficiency (see page 4, column 4)

## VARIETY HELPS TO "SELL" SAFETY IN POWER PLANT

**Halifax** — If experiments in "selling" safety will help to prevent accidents and promote a better safety record, then by all means, experiment!

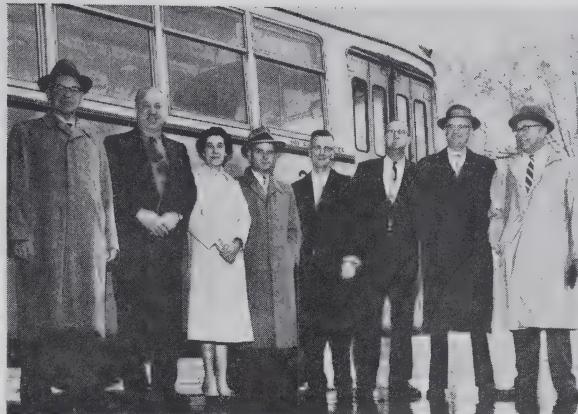
This attitude characterizes the approach of the labour-management committee in the Thermal Division of Nova Scotia Light and Power.

According to Assistant Superintendent Jack Dicks, members are getting with interest the latest word being tried to keep safety foremost in everyone's mind.

The division's steam plant, located on the Halifax waterfront, has a black board on which appear the names of all the employees in the maintenance and operations departments.

When a man has an accident, his name and his foreman's name go on the board in red — and there for a month!

Management, too, must suffer share of this long-term finger pointing. The head of the division has the highest accident frequency rate in a month is presented with a battered, crippled (see page 4, column 3)



LABOUR-MANAGEMENT Committee for Transit Division of Nova Scotia Light and Power Company Limited. Left to right: O. F. Publicover, James P. Downie, Mrs. Evelyn Conway, George Nazer, Jack Kane, Albert Connors, Len Burbridge (labour co-chairman), L. C. Young (Division Superintendent, management co-chairman). Missing: Medville Bryan.

## Morale In Transit Industry Helped by Joint Committees

**Halifax** — Severe morale problems associated with being part of a business that isn't making money, call for special efforts if good relations are to be maintained between labour and management.

When L. Currie Young, Superintendent of the Transit Division, Nova Scotia Light and Power, made this observation recently, he was referring to transit generally, which he described as a "depressed" industry.

"We need labour-management committees more than others do," he stated during a conversation with representatives from the Labour-Management Co-operation Service.

"They are an excellent tool for communications, and a very worth-

while method of improving morale. They are needed particularly in times of stress to maintain relations on as friendly a level as possible. The better your labour-management communications, the better your chances of riding the storm."

Mr. Young pointed out that in the business of public transportation, costs are the same whether the coaches are full or empty.

"There is no automation in bus driving," he added. "We still need the driver. And you can't tie a string of buses together. To save any substantial amount of money you would have to cut staff, and if you do that you reduce service to the public."

## Company's Annual Report Reviews Work Of Five Committees

**Halifax** — Reviews of the activities of the five labour-management committees operating within the Nova Scotia Light and Power Company Limited will be expanded in the firm's annual reports beginning with the 1960 edition.

According to G. D. Anderson, Commercial Officer, this is evidence of the committees' growing importance and influence.

The section of the 1959 report dealing with joint consultation reads: "Labour-management committees are working harmoniously in various divisions of the company. A number of mutual problems are being solved and the pooling of ideas is resulting in better operation and safety."

The five LMCs operate in the Thermal Division, Transit Division, Electric Operations and in the Eastern and Western Areas. Transit Division's committee was set up in June, 1958. The other four were organized in 1959, Eastern and Western in May of that year, and Thermal and Electric Operations in October.

Team spirit also receives a mention in the report. In an introductory section near the front, one paragraph reads in part:

"Our team comprises stockholders and employees. One group contributed money, the other, skills and manpower; while a growing number of employee-stockholders helped to provide both."

## Friendly Terms Aid Agreement On Problems

**Halifax** — Men who are on friendly terms will reach agreement on a mutual problem more easily than men who are at each other's throats.

J. Arthur Mont used these words to explain why a labour-management committee has come to be considered such a "good thing" in the Transit Division of Nova Scotia Light and Power Company Limited.

Mr. Mont, who is Business Agent for Division 508 of the Amalgamated Association of Street, Electric Railway and Motor Coach Employees of America, believes in joint consultation for its practical value.

## Seat Problem

"There's a lot you can get done at labour-management meetings that you can't accomplish over the bargaining table," he said — and proceeded with an illustration.

"Take the driver's seat on our buses. For years we complained they were too hot. We all complained. It didn't matter whether it was summer or winter; you could only sit on them so long.

"There you have what appears to be a simple problem," continued Mr. Mont. "But not to the drivers, it wasn't. It was a real annoyance. Besides being uncomfortable, it meant that a man came home from work at night all fagged out from standing up too long on a sit down job!"

## LMC Solved It

At this point Mr. Mont explained that no answer to the problem was ever found over the bargaining table.

"We only produced a decent, workable solution after we got our labour-management committee running. Once maintenance and operating staffs sat down with our management people, it didn't take long to come up with a proper seat.

"Needless to say, we haven't had any further complaint from the drivers."

Mr. Mont's convictions regarding the value of joint consultation are perhaps illustrated best by a statement he made recently to George Yorston, Eastern Canada representative of the federal government's Labour-Management Cooperation Service.

Said Mr. Mont: "I would recommend a labour-management committee to any union local experiencing difficulties in its relations with management — and vice versa."



## UNION-MANAGEMENT CO-OPERATION CAN IMPROVE QUALITY!

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### POWER COMPANY SERVES WIDE AREA

**Halifax** — Fifty percent of the electric energy used by the people of Nova Scotia is supplied by the Nova Scotia Light and Power Company Limited. Among their customers are the people living in the greater Halifax area.

In addition, the company serves an area of diversified agriculture, fishing, lumbering, industry and trade.

Transit Division operates in Halifax a modern transportation system made up of 81 trolley coaches covering 22 miles of city streets, and carrying more than 18,000,000 passengers a year.

Company generating capacity and sales of electricity have been doubling every six years since 1928.

Nova Scotia Light and Power employs throughout its various divisions a total of 1200 people whose accumulated skills, experience and loyalty are described by the company as "our greatest business asset."

### SAFETY

(continued from page 2)

Now, in order for these "pigs" and line hose to provide protection up to the required 11,000 volts, they must be kept scrupulously clean. This is a minor problem with rubber hose, but for a long time the "pigs" resisted all efforts to clean them thoroughly.

Ultimately the committee designed and built a galvanized iron trough equipped with a roller device which effectively spread-eagles the "pigs" inside out so they can be thoroughly tubbed and scrubbed with water and brush.

Refined versions of this invention are currently being produced for all NSL&P line crews throughout Nova Scotia.

#### Members Speak Up

About the idea of joint consultation itself, Mr. Clahane was enthusiastic. "In one word, 'wonderful,'" he declared.

"We have a lot of people who wouldn't discuss our matters anywhere except at labour-management. But they never hesitate to bring them up at meetings."

## A BREAK FOR THE THIRD PARTY

Union and management voices are currently using language which resembles some of the expressions encountered in newspaper reports on international affairs. There is talk of the "cold war" between labour and management, of the need to "stand and fight" — followed, in the familiar skirmish of our times, with the cry for a labour-management "summit conference" that would seek out a "peace formula" to reduce the "increasing tensions" and "conflict".

Of two of the chief protagonists in this drama it has been wise said that where they are both secure and strong, industrial peace will thrive. This latter happy state would be welcome to the third party involved — the consumer. One hears so little about him that it is difficult to remember how necessary he is. Management manages all labour labours only because the consumer makes it all worthwhile.

We should remember this often: Without the consumer, business and industry would not exist. Despite this importance, we treat him rather shabbily at times. For instance, no matter who comes out top in a labour-management joust, no matter who carries off the spoils, it is the consumer who foots the bill. To add to the injustice, he is not getting the quality and service he deserves.

If anyone has a legitimate grievance, the consumer has. How long he can endure it, without venting his spleen, is anyone's guess. When he does at last begin to howl, it will be a long one and a loud one. Our thinking is that we should meet him half way before our relations degenerate any further. A show-down between us would probably result in victory for him, because Mr. Consumer has a great many friends — over 17,000,000 in Canada alone.

### VARIETY

(continued from page 3)

replica of Reddy Kilowatt, the company's symbol of service. It must remain on his desk for a month.

#### Safer Every Day

Crippled Reddy is presented each month by the chairman of the General Safety Council. Should he land on the desk of General Manager A. R. Harrington, this is a sign that the company has been accident-free for an entire month.

A. G. Ley, Superintendent of the Thermal Division and current chairman of the labour-management committee, chatted recently with visiting representatives of the Labour-Management Co-operation Service.

"Encouraged by committee members, our employees have picked up hazards we were unaware of," he revealed. "They have made our plant little safer every day. Introducing the LMC made a decided improvement."

Mr. Ley explained that two LMC members — one labour, one management — are delegated each month by the committee to make a complete inspection of the plant one week before the regular monthly meeting. Their findings are examined in detail by the

### WORK DONE

(continued from page 3)

throughout Transit's trolley car operation in the city of Halifax.

Asked by Mr. Yorston about the atmosphere in committee meetings, Mr. Kane replied: "We go in as friends and we come out as friends, although we may bicker like blazes while we're in there."

The local president recalled that in its infancy the committee was slow to execute recommendations which had been passed top management and subsequently approved.

Nowadays the group sets definite time limit on its objectives — "to be instituted within days", for example. Mr. Kane claimed that this device effectively eliminates procrastination.

As for communications between management and employees, these were described as "vastly improved."

"Our agenda and minutes are posted regularly where everyone can see them," said Mr. Kane. "Also, once a month, a union representative on the committee reports to our union meeting what is being done in labour-management."

Committee and appropriate recommendations then passed management for decision.

## TEAMWORK in INDUSTRY

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HON. MICHAEL STARR  
Minister

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Deputy Minister

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# MWORK in INDUSTRY

OTTAWA, CANADA

DECEMBER, 1960

## TEAM CONTEST WINNING RESULTS IN BOX PLANT

**Winnipeg** — The "team contest" approach to accident prevention is paying big safety dividends at Hinde and Dauch, Limited, manufacturers of corrugated ship containers.

According to union and management spokesmen, the attitude of the firm's 125 employees toward plant safety has improved greatly since the introduction of the Safety Team Contest last year. The idea has created considerable interest and friendly rivalry among all employees, including management, production and office staffs.

No man knows what team he is on," explained Safety Co-ordinator Lance Paulley, a factor which adds quite an air of mystery to the whole procedure.

### I'm Watching, Brother

Each employee, Mr. Paulley found, has the privilege of picking up any person, including other management personnel, whom he notices committing an unsafe act. The "informer" actually receives additional credits for "turning in" the culprit, by reporting what he saw to the safety co-ordinator.

Players are fined so many points for injuries and unsafe acts. A minor injury, such as a burn or cut, receives 50 points. To be caught engaging in an unsafe act is 75 points.

(see page 4, column 1)

## TIME RUNNING OUT?

Agriculturally and industrially Canada is an exporting country, and to export products of the farm and factory, prices must meet competition from other exporting countries. Will management and labour co-operate in lowering costs? Will governments, at all levels, pare expenditures? Or will a devastating depression be necessary to make us realize that other countries are now outpacing us in the production and pricing of goods?

*Farmer's Advocate*



ADVISORY COUNCIL of Regina General Hospital is the sixth labour-management co-operation committee to be established in Saskatchewan hospitals. Seated to right: Miss I. Colvin, Miss S. Harrison, M. Wagman, Mrs. A. Burrows.

Mrs. H. Roflik, A. Cochran, A. C. Candline (federal Labour-Management Co-operation Service), Dr. A. Trew, B. Wilford, O. Posehn, P. Debienne, Miss E. Bell, Mrs. M. Reece, J. Simpson. (Absent: Dr. A. C. Pickles, Mrs. A. Schatz).

## LATEST HOSPITAL COMMITTEE SET UP AT REGINA GENERAL

**Regina** — The Regina General is the 43rd hospital in Canada to set up a labour-management co-operation committee. The total for Saskatchewan now stands at 6.

Known as the Regina General Hospital Advisory Council, the new committee was established jointly by management and employee representatives of Local 176, Regina Hospital Employees Association, CLC.

Since the professional and lay staff now number 1100, both partners in the enterprise decided that a committee for joint consultation might help to streamline the hospital's various functions and services. The Council held its first meeting last June and is meeting regularly once a month. Membership consists of six management and eight employee representatives from each of the hospital's principal departments and divisions.

### Interest and Enthusiasm

Personnel Officer B.E. Wilford reports that considerable interest and enthusiasm are being shown both by council members and the staff at large.

"There are strong indications that we can expect a successful future for this new venture," he said.

Mr. Wilford also stated that the attitudes of management and staff representatives during the six meetings held so far, revealed a strong desire for productive co-operation.

Alex Cochran, Business Agent for the Employees Association, vouched for the level of support the council could expect from Local 176: "It is our intention to co-operate with management to the fullest extent," he declared.

Commented Alf Candline, Field Representative of the Labour-Management Co-operation Service, who assisted at the founding of the Advisory Council: "There appears to be a completely new attitude between labour and management. We are all greatly encouraged."

Mr. Candline feels a special affinity for the new organization:

(see page 3, column 1)

## Business Agent Calls For Better Relations

**Winnipeg** — Russ H. Robbins, business agent of Local 343, United Brotherhood of Carpenters and Joiners, AFL-CIO/CLC, told a recent luncheon meeting of the Kiwanis Club that there was a great need today for an improvement in labour-management relations.

When employers pressure governments for restrictive legislation instead of devoting their best efforts toward amicable resolutions of labour-management difficulties, he said, they do nothing to contribute to the need for improved relations.

Mr. Robbins contended that a positive approach to the major problems in the industry was of paramount importance for both labour and management, for "we sink or swim together, we make progress together or we stagnate together."

Organized labour has worked to increase wages in order to raise standards of living which in turn provided increased purchasing power to keep products moving and provide employment.

(see page 2, column 1)

## Will Hold Open House Every Two Years

**Halifax** — Transit Division of Nova Scotia Light and Power Company will be holding an Open House for employees and their families every two years from now on, says Superintendent L. Currie Young.

Over 200 adults and children attended this year's Open House, the first event of its kind ever staged by Transit. Prime movers and promoters behind the idea were the members of the division's labour-management committee.

### Grand Tour

Displays of the trolley coach electrical system, parts and accessories were set up at a number of points in the main garage and shops, and guests visited these on a conducted tour through the various departments. All stages of maintenance and operation were explained to the guests.

Refreshments were served at the end of the tour, and the whole event was topped off by a circuit around the division yard in one of the city's trolley coaches.

Remarked Mr. Young: "Open House was a bigger success than we expected. It was the first opportunity the wives and children have had to see the husbands' and fathers' place of work. They were extremely interested in what goes on here."

Transit Division's staff numbers 210 employees, comprising bus operators and maintenance and office personnel.

## RELATIONS

(continued from page 1)

### First Step

"The employer group as a whole," he said, "must take steps to remove from the minds of its employees the idea that its sole and only motive is profit. This will not be easy, as no employer can ignore the profit motive and remain in business. However, the first step might be better public relations on the matter of welfare projects."

Mr. Robbins said the employers' problem of public relations should be examined and dealt with collectively. The apparent lack of concern for the welfare of the working people did not create that feeling of trust which was necessary for the two groups to work together.

"Consultation and discussion with shop stewards in your plant regarding your problems, as well as those problems and grievances brought up to the workmen's representative, should help to establish a feeling of being part of an

## Did You Contribute A Share To This \$70-Million Loss?

Far from dying out, good penmanship is an art, ever growing in importance in the world of business because a simple error can start as a snowball and result in an avalanche of losses.

A delivery-man pumped oil into a cellar through an unconnected pipe because he mistook a zero for a six in the address on his delivery slip.

A big firm issued thousands of faulty bills because the details furnished to the operator of the calculating machine were not written clearly.

It is estimated that errors of this kind, made last year in North America, amounted to a total loss of \$70,000,000.

If an operator of an electronic calculator makes a mistake in

reading a slip, his error may multiply in size at each stage of the bookkeeping operation. Let's study the case of a typical sales service.

The original sales slip is ordinarily handwritten. If the part of the order dealing with quantity is misunderstood by people punching cards in the calculating division, their subsequent error will be very difficult to trace. Ultimately the bookkeeping and production divisions will have their hands full of trouble.

Badly shaped figures create a serious problem, and misplaced commas and periods can also be a nuisance. When we are writing figures we should concentrate on making them clear and avoid any flourishes. A poorly written word can often be identified from the context; but this is not so for figures.

Although bookkeeping services can evaluate to a certain extent the losses caused by poor penmanship, nobody knows how much time is lost by the stenos trying to read handwritten letters and scribbled notes.

We cannot, of course, all have a uniform penmanship, but penmanship can be, at the same time, personal and clear.

We should make it a duty, if necessary, to take a few more seconds when writing a note in order to ensure that the receiver will understand it and not have to rely on the services of a specialist in hieroglyphics.

DuPont's "Courier"

These	Written this way	Resemble these
0	0	six
1	1	seven
2	2	three
3	3	five
4	7-9	seven or nine
5	5	three
6	6	zero
7	9	nine
8	8-5	zero or five
9	4-1	seven or zero

enterprise, and might lead to establishment of a labour-management production committee. Such committees have proven their worth in many plants where honest effort was made to utilize them."

### Inherent Distrust

But he warned against "attempting to improve labour relations simply as a means of increasing productivity and profits. This result should accrue in the long run, but if established as a profit motive the attempts will undoubtedly fail. If the employees feel that the boss gets the benefits while they get the crumbs, it will not be forthcoming."

Negotiations for collective agreements covering wages and working conditions were often a source of friction, sometimes resulting in strike action. In many instances negotiations drag on because of an inherent distrust between employee and employer.

Perhaps this was generated in part, Mr. Robbins said, by the fact that unions sometimes ask for more than they expect to get. The employer, "erroneously in most cases," believes this was done by the negotiating committee in order to have more bargaining room, in the belief that "if you ask for lots you will get more

(see next column)

## STRENGTHENING DEMOCRACY

We have, and no doubt all will have, conflicts of interest for instance, between management and labour. Here, the growth of both groups causes these conflicts to be more critical, more serious in their ramifications than before.

But this is not necessarily bad. I do not align myself with those who are frightened by the diversity of interests — businessmen who deplore the growth of unions or labour leaders who condemn big business chiefly because it is big. It is obvious in the first place, that as both grow, so they tend to check one another.

But even aside from this, I am inclined to agree with the American economist Summer H. Shafter, who pointed out in a recent article that the growth in the number of power centres — merging labour, management government — and the diffusion of power have important advantages. They strengthen democratic ideals, make for a rich and variegated life, and help the economy deal with many special problems.

Donald Gore

than you would if you asked a little."

### Open Mind

"Antagonism towards the unions, representing your employees, can only result in antagonism towards management in return," Mr. Robbins said. "Courtesy and friendliness, dealing toward the union and its representatives, whether shop stewards, business agents or members, will generally result in continuation of good relationships."

"I am not suggesting that employees and representatives have the knack of approaching the employer on grievances and such matters in the best possible manner, but neither will I suggest that employers always meet employee complaints or suggestions with an open mind and a determination to be fair, or even deal with the matter at all."

"If this is a co-operative undertaking, it should follow that the workmen should be prepared to supply a little of the brain power as well as the skill and muscle required to operate the plant. Instances are on record where workmen's suggestions have been of considerable direct value in the operation of the plant."

"By and large though, the greatest single benefit may be in the feeling which consultation with the employees may generate, that there are something more than a number and a work-horse in the plant, and that any ideas they have can be brought forward and will be given consideration."

# anized Joint sultation Realizes ue of Co-operation

litas — Only through a well-organized system of joint consultation and regular labour-management committee meetings can the value of employer-employee cooperation be realized.

This is the opinion of Harry Livingstone, Manager of Personnel Administration for the brick and tile manufacturing firm of E. Shaw Ltd. Mr. Livingstone has been closely associated with consultation in three of the company's eight plants during the last few years.

"Unless such things are organized," he said, "there is not the need or pressure to sit down and take advantage of them."

Cooperation between company and union was first introduced by E. Shaw Ltd. in 1949 when a management-production committee was set up at the firm's plant in Lantz, N.S.

## Over the Hurdle

Asked if he could remember the important problem examined and resolved by committee activities, Vice-President Shaw recalled it was of a psychological nature.

"I had decided to make certain improvements with the aim of boosting production by 50 bricks a week," he explained.

There was some objection, mainly because we had been getting along on 60,000 less for years. Being what it is, a problem of this sort is perfectly understandable.

With the assistance of the labour-management committee, Mr. Shaw, "the hurdle was finally overcome. Today the plant produces between 50 and 50 thousand bricks a day, days a week."

**EST**(continued from page 1) discussions over the formation of the Advisory Council took place between him and C. E. Colvin, Executive Director of the General.

Membership of the Advisory Council is as follows: Dr. A. C. S., Medical Director; Mrs. Schwartz, Head Nurse; J. Simpson, Business Manager; Mrs. M. Nurses' Aide; Miss E. Bell, Technician; P. Debienne, Building Superintendent; O. N. Maintenance; B. Wilford, Personnel Officer; Dr. A. Trew, Auditor; A. Cochrane, Payroll Supervisor; Mrs. H. Roflik, Housekeeping; Mrs. A. Burrows, Cafeteria Supervisor; M. Wagman, Secretary; Miss S. Harrison, Secretary; Miss I. Colvin, Associate Director, Nursing Services.

# CO-OPERATION CONSULTATION COMMUNICATION

Labour-management committees are not new. In Europe, they were known well before the turn of the century. In North America, they started around 1910. In both areas, there have been outstanding successes — and resounding failures.

Failures have been due in part to dealing with matters which were of little importance, such as the number of coat hangers in a shop or the position of drinking fountains. A committee which immerses itself in trivial details is foredoomed.

One of the main reasons for failure is that lamentable human failing — stubbornness. In a civilized society, wisdom begins with a realisation that there may be another point of view and that it has validity in the minds of those who hold it. That, of course, is the core of a democratic society.

A labour-management committee should have nothing to do with bargaining, negotiating or normal conciliation procedures. It should have nothing to do with the contract. There is other and quite adequate machinery to deal

with problems arising from the negotiating table.

But there are other matters dealing with health, safety, working conditions and production which cannot possibly be covered by the contract and so, quite legitimately, come under the scrutiny of the committee.

## Co-operation

A labour-management committee is a co-operative venture. There is a common goal, the improvement of working conditions with a consequent improvement in production. Management has its problems but so has the other working force in the shop. A decent appreciation of mutual problems is essential if the committee is to function adequately.

In practice, too often there are two groups at such meetings, with management lined up on one side of the table and representatives from the bargaining unit on the other. At once, there is a denial of that co-operation which I insist must be the basis of a good committee.

## NO PROFIT MEANS FAILURE

Essex, Jordan, Duran... Of the more than 2,400 different makes of cars that have come out of North American factories since the introduction of the auto industry, less than thirty reappear each year on Canadian highways.

Many have been the reasons for their lack of success, but the main one has certainly been failure to make sufficient annual profits to ensure survival.

This is only one striking example, in one single industry, of the part played by profits in helping a company to keep running and make progress. Without profits a company has only one thing to look forward to — it will have to lay off its employees, close down and cease to exist.

In no matter what kind of industry, large or small, steady employment is assured by regular profits.

Alcan's "Le Câble"

What are the identifying features of a good labour-management committee?

Alistair Stewart of the Bristol Aeroplane Company of Canada reports on the Winnipeg Committee.

Yet, in Winnipeg, we have never had a situation where one group has tried to impose its views on the other. There are no groups. What exists in Winnipeg is a number of representatives of the Bristol team exploring ways and means of getting rid of these annoyances which will spring up in any plant. Therefore, it is going to be suggested to the committee that in future we sit in alphabetical order.

Procedure is simple. Any paltry matter is thrown out. The foreman should have dealt with it. A problem is presented. It is thoroughly explored. Debate is informal and very free. A conclusion is arrived at and action follows rapidly.

## Consultation

Where no solution is found, the matter stays on the agenda for future consideration with the knowledge that an answer certainly will be produced.

Matters which have been dealt with recently include poor ventilation

(see page 4, column 3)

## BOSS, MEET WORKER

At a time when a lot of people, including some labour leaders and a good many politicians, seem to be trying deliberately to widen the gulf between worker and boss, some sort of award for civic responsibility should go to Vancouver Printing Specialties and Paper Products Union, Local 598.

The union is starting a noteworthy experiment — inviting employers to its meetings.

Its secretary says: "We feel that it is vitally important to increase the avenues of communication between our employers and ourselves."

The remarkable thing in that statement, and in the experiment itself, is the recognition that labour-management relations are a two-way street.

Representatives of management will sit in while the union discusses its problems, and understand them far better at that level than in any grievance procedure. In turn, they will have a chance to present their own problems to their workers with a directness that no typed statement could ever match.

Of course, no union is likely to open its deliberations to management when engaged in a squabble.

## XVXR HAVX THXSX WOXS?

Vxvn though my typewriter is an old modxl, it works quxit vxll xxcept for onx of thx kxys. I havx wishd many timxs that it workd pxrfectly. It is trut that thrxr arx forty-six kxys that function vxll xnough, but just onx kxy not working makxs thx difffrxnx.

Somxtimès it sxxms to mx that our safxty program is somwhat likx my typewriter — not all thx kxy pxoplx arx working proprrly.

You may say to yoursxlf, "Wxll, I am only onx pxrson. I won't makx or brxak a program." But it doxs makx a difffrxnex bxcusx a safxty program, to bx xffxctivx nxds thx actix participation of vxvry xmploxx.

So thx nxxt timx you think you arx only onx pxrson and that your xfforts arx not nxxdxd rxmxmblr my typewriter and say to yoursxlf, "I am a kxy pxrson in our safxty program and I am nxxdxd vxry much."

*St. Lawrence Power Project*

But doing so at other times may very well help to prevent squabbles from starting.

The same might be true if management opened some of its executive meetings to labour, too.

*Vancouver Sun*

## The Other Man

We have had a story to pass on to our readers for some time there hasn't been an opportunity to do so until now.

We run into plenty of colourful characters in this business, we don't often encounter an amusing tale about labour-management co-operation. Hence the temptation to relate this one.

Reminiscing about his working days, an ex-railroader told a labour-management audience about one of the first experiences he had with labour-management co-operation. He recalled that during movement's early years he was chosen to represent his group at an annual meeting of committees from a number of the company's divisions.

Standing out clearly in his memory was the keynote address delivered by the management representative who had been appointed chair of the meeting. Apparently this gentleman elaborated at considerable length on the importance of recognizing that the management and its representatives on the committee enjoyed equal status.

Commented the railroader, with just the hint of a grin: "Over years I never was able to figure out whether the roadmaster came up to my level or I went up to his!"

Joking aside, does it matter who went up or who came down? Co-operation is stimulated by a willingness to compromise. No one can refuse to budge *all* his life. He learns, if he learns anything, it is occasionally the hero who backs down; that it is occasionally blessed to give than to receive."

With this seasonal thought in mind, we wish our readers, labour and management everywhere, a "Merry Christmas and a Happy Year". May you continue jointly to discover the zest, the team and the practical value of giving the other man his turn at bat.

### BRISTOL

(continued from page 3)

tion in some areas. Certain structural changes are taking place which may correct the situation. But it is still on the agenda. There was the problem of the issuance of unserviceable hand tools. A joint effort by union and management corrected that situation.

In one shop, precision work was being impaired because of vibration from a shearing machine. Steps have been taken to overcome this. At certain times, there has been flooding in the wood mill and rain was coming into another department. Joint effort supplied the answer in each case. The suggestion scheme has been bogging down. A new scheme is going into effect, but this item is still on the agenda until we know that the new scheme works.

Answers to these and other problems have been found by co-operation. Responsibility for action has been taken by one or both groups and there is a legitimate sense of accomplishment. Two-way communication is becoming more effective. It is not possible for management to know all the problems with which the employees are faced unless they are informed. On the other hand,

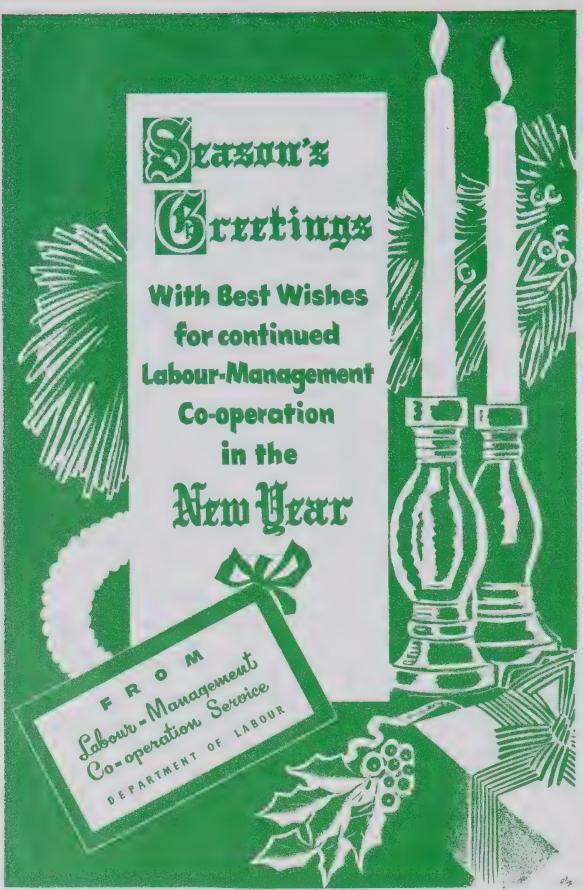
management has its own problems about which the committee ought to know. A full discussion at this time clears the air.

### Communication

Too many managements feel that the employee has a small stake in the well-being of the company. That stake is lively. Therefore, the intelligent worker is most concerned about what is happening. To keep him informed is the duty of any responsible management. In this way, the employee gains some knowledge — and therefore some understanding — of the innumerable problems management has to contend with in a highly competitive industry.

What it all adds up to at Bristol is that there is communication. Management goes farther in this than most establishments. It is intelligent joint consultation and planning. There is prompt and decisive action. There is a growing confidence in the good will of the other side. Indeed, a significant experiment is undertaken in the Bristol plant which other plants could well follow.

(The foregoing article first appeared in *The Bristol Magazine*)



### TEAM

(continued from page 1)

For an injury caused by an unsafe act and requiring professional medical attention, the fine is 150 points; an injury caused through human fault, and also requiring professional medical attention, costs 200 points.

In the big league area of lost time accidents, there is an assessment of 1500 points for human fault, and 1000 for an unsafe condition.

Should an employee fail to report his injury to a supervisor or the safety co-ordinator, the penalty charged against him is doubled. All incidents and accidents are investigated by Mr. Pauley who also fixes the size of the penalty against the team responsible.

#### Just Like Golf

Contest periods run for six months, at the end of which time cash awards are presented to each member of the team with the lowest number of points charged against them.

Team standings are posted regularly on a contest board located in the plant lunchroom. Bulletins describing injuries or unsafe acts

as they occur are put up adjacent to the contest board.

"Promoting the safety team contest has definitely created a greater interest and better attitude towards safety on the job," stated Philip Mason, Chairman of Local 537, Printing Specialties and Paper Products Branch of the Winnipeg Printing Pressmen and Assistants Union, CLC.

Management is equally enthusiastic. Said Production Manager W. H. Collins: "To provide an effective safety program, you must have the full interest, co-operation and participation of everyone."

"We believe that our contest has done this. Excellent results have been obtained in the promotion of safety and its principles since the contest was first introduced."

### The Real Threat

Remember that no war, no strike, no depression can so completely and irrevocably destroy an established business as new and better methods in the hands of an enlightened competitor.

Donald Copell  
American Management Assn.

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service  
Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR  
Minister



A. H. BROWN  
Deputy Minister

All material in Teamwork may be reprinted with or without acknowledgement.

# MWORK in INDUSTRY

XVIII—No. 1

OTTAWA, CANADA

JANUARY, 1961

## SAVINGS LIZED THROUGH T SAFETY PUSH

**gary** — Savings of \$90,000 may be realized by the City of Ottawa through the success of labour-management "safety of 1960".

With the city employee accident rate down 25 per cent from 1959 figure, the reduction in compensation costs might well be that amount.

Rising city departments general for their achievement. Public Parks Commissioner John Steel pointed out the staff of St. George's Island zoo for its 11-year record of no lost-time accidents.

Presented an engraved plaque to zoo curator Tom Baines personally congratulated each member of the 10-man crew. During the past year, the parks department as a whole reduced the number of accidents by almost one-third.

### Safety Drive

Mr. Steel attributed the 1960 reduction in accidents and costs to the \$5,000 "safety push" staged jointly by management and members of Local 37, National Union of Public Employees, CLC. The drive was directed by city safety advisor Al Grassick.

"We are always happy when we hear of our employees involving themselves," said Commissioner Steel. "We are doubly pleased when we can save tax-payers' money while we are doing

According to Mr. Steel the projected saving of \$90,000 is just equal to the total budget of the city's personnel department, which provides employment training, safety and classification services.

## Committee Sponsors Dinner For Retired Employees

**gary** — Seven recently retired employees of the city's Electrical Light Department were honored recently at a staff dinner at the Stampeder Hotel.

Sponsored by the department's labour-management committee, dinner was attended by over 50 employees.



GUIDE answers visitors' questions in the recovery building of St. Lawrence Corporation's Red Rock Mill.

## GOOD DAY 6 UNIVERSITY LIBRARY AT RED ROCK 1961

**Red Rock, Ont.** — Guests attending the National Pulp and Paper Day celebrations of the St. Lawrence Corporation's Red Rock Mill came from as far away as Detroit and Chicago.

Over a thousand people — 530 students and 523 adults — accepted the company's invitation to the September "Open House" and plant tour arranged to mark the event.

Members of the mill's labour-management Mutual Interest Committee planned and directed an extensive program for their guests.

Registration of the visitors in the company's main office building was followed by the distribution of informative brochures containing a history of the mill and a description of pulp and paper making processes.

(See page 2, column 4)



STUDENTS and adults alike were fascinated with the newsprint machine. Mutual Interest Committee's program marked National Pulp and Paper Day.

## Selling Co-operation Was His Specialty For 16 Years

**Hamilton, Ont.** — Norman D. Stuart has retired after 16 years of selling co-operation to companies and unions in the Niagara Falls, Kitchener-Waterloo, Hamilton and Georgian Bay areas of southern Ontario.

As a Field Representative with the Labour-Management Co-operation Service of the federal Department of Labour since 1945, Mr. Stuart assisted in establishing over 100 labour-management committees in his territory.

He has strong convictions about the usefulness of the work he was doing, and the contribution joint consultation is making to labour-management harmony and progress on the Canadian industrial scene.

"The Labour-Management Co-operation Service is one of the greatest services provided by the government for industry," he declared.

"Where management and unions have given joint consultation a fair trial, and supported it with proper effort and spirit, both parties have secured benefits beyond their expectations."

(see page 4, column 1)

## MACHINE CREWS BEING GIVEN FIRE TRAINING

**Cornwall, Ont.** — Training in fire prevention and fire fighting is being given to paper machine crews and supervision at the Howard Smith Paper Mills.

According to *The Paper Mill Log*, employee newspaper, Cornwall Fire Chief L. A. Carriere and paper mill superintendent J. E. Taylor are providing the instruction for the courses which are aimed at protecting the lives of employees and the company's substantial investment in equipment.

In his opening remarks to the crews, Mr. Taylor emphasized that fires start in dirty, dusty and littered places. He stated that various material, such as bits of paper, rags and dust were all ready fuels, waiting for a fire to start.

(see page 4, column 2)

# Customers Help Company Boost Product Quality

**Harlow, Essex** — The glass bottle-making industry is meeting the competition of alternative materials by maintaining and even improving the quality of its products.

One of the many firms so concerned is Key Glassworks which takes great care to ensure that its own high standards and those of its customers are achieved.

## Groups of Six

An indication of this is its comprehensive training scheme for sorters, which lasts five weeks.

Trainees, in groups of six with an instructor, are taught to work at a certain speed and to examine bottles in a certain way. They are shown exactly what faults to look for and are tested on their performances.

These are logged so that a man, and the management, can see his progress at a glance. In particular, by comparing the number of faults which he has spotted with those noticed by the instructor, he learns not only what standards to aim for but also how widely his standards may vary at different times if his concentration is relaxed.

The course is not wholly practical. The training officer gives four lectures on the company, work rules, and the town itself — its structure, amenities and local government. Trainees are thus taught the wider context of their work to heighten their sense of purpose.

Aside from the sorting department, other inspectors at the bottle-making machine and immediately before dispatch, examine carefully worked-out samples. If faults exceed a fixed proportion, the whole batch is sent back for re-sorting.

## Refresher Queue

The Toronto Plumbing and Steamfittering Union, which believes in training its members to adapt to technological changes in the industry, has just finished the first year of its advanced course for journeymen.

The plan, with the union supplying books and teachers and the Board of Education classrooms, is designed to bring the men up to date on the latest changes in the trade. Although the men had to pay a \$50 deposit for the course, the union couldn't handle the applications.

*Toronto Telegram*



SCENE of a successful event. The St. Lawrence Corporation's paper mill in Red Rock, Ont. Over 1,000 enthusiastic visitors attended the Open House staged by labour-management Mutual Interest Committee.

## Quality Inspection

The firm also runs a quality inspection scheme in conjunction with customers who report back how many breakages they get on their filling lines, how many bottles there are whose appearance is below standard, and so on.

Some customers inspect for a list of faults using a sample scheme agreed upon with Key Glassworks.

The results of all this work are not easy to determine precisely since a few customers are more ready to report faults than to acknowledge improvements. Checks, however, have shown a sharp drop in the number of defective products received by customers; often this drop has been as much as 50 per cent.

## GRAPEVINE FASTEST

A study has been carried out recently, at the U.S. Naval Ordnance Test Station in California, in order to discover whether the money (more than \$100 million) that American business spends on management-employee communications is actually worthwhile. The answers to two questions were sought:

Which communications channel (supervisor, official memo, station directive system, bulletin board) is the speediest disseminator of information? Which has the greatest over-all effectiveness?

The questions were asked of 100 randomly chosen employees; 38% said that they would be most likely to receive information from the grapevine first; 27% from their supervisor.

It is noteworthy that there was less reliance on the grapevine among employees with little seniority. Reliance increased with seniority up to five to seven

In one case, the user took advantage of the greater reliability of bottles coming to him to make important improvements on his own filling lines — and breakages were reduced to 10 per cent of their former level.

Key Glassworks does not claim to have solved the problem of sorting to its entire satisfaction. In particular, labour turnover for what is admittedly a monotonous job remains high. But the attention given to the problem has been handsomely rewarded by the increased goodwill of customers.

With speeds on filling lines rising all the time — and with them the cost of idle machine time — a reputation for reliability will become increasingly valuable to the supplier.

*Target*

## SEEING IS BELIEVING

Scientists claim that 85% of what we learn comes to the brain through the eye. And when people see what you say, as well as hear it, their understanding and retention is 50% better.

It is no accident that phrases like "See what I mean?" or "Do you get the picture?" are used more frequently than "Do you understand?" *DBA News Digest*

years and dropped sharply again among employees with 12 or more years of service.

In rating the media for effectiveness, the station newspaper was first, followed by station directives and bulletin boards. The most common reason for believing one channel to be more effective than another was the employee's conviction that he will see it. Another reason was the employee's assurance that it was "official, the real scoop, not just somebody's opinions or speculations."

*Personnel*

## GOOD DAY

(continued from page 1)

A briefing was then provided to acquaint people with the beforehand facts pertinent to plant tour.

Mutual interest committee members and others guided the visitors in groups of 12 along a route which covered the entire manufacturing process from logs to finished product.

Stops were made periodically while guides offered details answered queries about the variety of chemical, electrical and mechanical devices and operations encountered enroute.

To guard against chance happenings, first aid stations at various locations throughout the mill were open and manned.

## Displays and Exhibits

Appetites whetted by their visit next adjourned to the recreation centre auditorium for refreshments.

Here numerous displays and exhibits had been set up to illustrate the variety of contacts made from St. Lawrence Kappa. The newspapers using St. Lawrence newsprint, and a pictorial history of the mill and its woodlands, past and present. A safety display booth housed a collection of various types of safety equipment used in the mill.

A handy board carrying a list of paper products was handed out to guests at the end of the program as a souvenir of their visit to the mill.

Labour representatives serving on the mutual interest committee are members of the CLC-affiliated brotherhoods of Pulp, Sulphur and Paper Mill Workers, Papermakers and Electrical Workers, and of the Operating Engineers.

# Floor Since Patients Proposal

William, Ont. — An idea generated by McKellar General Hospital's labour-management committee now has the superintendent taking a walk one morning a week.

It all started when the committee recommended that a space be reserved on patients' charts for comments and suggestions on the hospital's service might be improved. Response from the patients was immediate; the committee has had to set aside a portion of its monthly meeting time to review their ideas.

One of the proposals, made unanimously by four of the patients, suggested that hospital Superintendent R. V. Johnston should spend some time in the wards to chat with the patients more often.

It took a man to let the committee know, Mr. Johnston now makes rounds one morning a week. The results, he says, have been "eminently gratifying."

**Lucky Find**  
expected benefits occasionally turn up in the course of the committee's suggestion making. For example, someone proposed that the hospital's ice manufacturing plant be fitted with a defrosting mechanism.

Approximately the members concluded that a defroster was actually unnecessary, but during their discussion they requested that the hospital's pathologist run a series of bacteria tests.

Though the machine was found to be free of bacteria, the methods used in getting ice delivered to the patients was considered poor. Shortly thereafter, a new type of container was purchased and a new method of delivery was devised.

The McKellar General's staff of 725 employees. Employee representation on the hospital's (see page 4, column 1)

## DON'T QUIT NOW!

If a youngster drops out of school before finishing high school, the odds are nearly one in three that he will be out of school pretty continuously in this atomized age.

More than 25% of youngsters don't finish high school, and their prospects will not be much more than a succession of blind alley jobs since skilled beginner jobs are declining. The unskilled will find the going tougher and tougher.

White House Conference on Youth and Education

## Keeping a Few Steps Ahead of Tomorrow Promotes Progress in Industrial Safety

by MELVIN H. BAKER

One of the USA's greatest "idea" men, the inventor Charles Kettering, aptly summed up one of man's most bewildering paradoxes: "The world hates change, yet change is the only thing that has brought progress."

This thought perhaps can be further expanded: We all want to improve our lot, but too few of us accept and meet change as quickly and as effectively as we should. One might say that at times we have progressed in spite of ourselves. This may be easy to explain but difficult to justify. Some of us become complacent and soft with existing conditions and attitudes and we fight change, using some excuse like, "We never had it so good."

Progress and the status quo are incompatible. With the coming of the new, the old must go. This will be especially true in the 1960's when we will have change such as we have never had before.

### Fantastic Changes

It is difficult to adequately describe the fantastic changes in the years immediately ahead. We are entering a period defying accurate description. Space travel will be accomplished. Man-carrying satellites will circle thousands of miles above the earth. Guided missiles will land on other planets. We will be living in a world that by today's standards will be nothing short of fabulous.

By the end of the 60's, we will begin to do something about the weather instead of just talking about it. Nuclear energy will become the principal source of power for all modes of transportation.

Automation will reach the home. Many of our citizens will own two homes as well as two automobiles. Air-conditioning and television will become universal.

No one questions that this next decade will exert a tremendous impact on our economic, social and cultural life. We must be prepared for this tremendous change. We must have more men and women who are willing to reach out and seek a better way, a better product, a new product, an improved standard of living.

In all areas of modern life, our task is to lift our sights, to gear our thinking and planning to the future.

### Safety Before Change

In industrial safety we must not merely adjust with the change; we must adjust *before* the change. We have to be a step ahead of tomorrow in safety.

Because of the tremendous advances on all industrial fronts, our battle against accidents must go forward at a continuous, rapid pace. We can never do too much.

New materials, new products, new methods of production frequently bring new health hazards to our workers. Today, the organized safety movement in this country has progressed greatly in coping with these new hazards.

Management, with its tremendous moral responsibility towards its employees, must more fully evaluate possible dangers to health long before new machinery and new production methods are put in place.

Most of us are aware of the need to create safer and healthier working conditions. With the advancement of technological know-how in production and other areas, increased knowledge of safety measures has been obtained at nearly the same rate, so that on paper, at least, we should be able to cut accidents down to the zero rate. We haven't, and we won't unless more is done towards developing what I consider the most important aspect of industrial safety: *correct attitudes*.

### Joint Support Needed

Because of management's moral responsibility, its attitude, above all, must be one which places safety at the top of the company's policy list. The company's chief executive, the labour leader, the individual worker — they must all have a positive attitude, an attitude devoid of the elements which plague effective safety efforts.

I do not mean to take credit away from the great steps the safety movement already has taken in its relatively short history, but as long as there are industrial accidents, especially when the most up-to-date safety devices are available, it is evident that these plaguing elements still exist.

The lack of correct attitude, the absence of an awareness, and the "I don't care" type of thinking must go if we are to reach that zero rate.

Safety programs can't even get off the ground unless management gives its whole-hearted support. Employees are extremely sensitive to the attitude in the top executive's office. If the company states that its attitude toward safety means always to put safety first, then the program can be successful. Without this all-out backing by the boss, safety efforts

## THE PSYCHOLOGICAL APPROACH

Vance Packard, in his much talked about best-seller, *The Status Seekers*, relates how the United States Steel Company stumbled upon an important key to improve employee understanding and efficiency when it sought to find ways to cut financial and man-hour losses due to accidents.

In the past, its officials had used the authoritarian approach of posting instructions on the bulletin board. Violators of the instructions were sent home for a day. Still, accidents persisted. The company decided upon a new "psychological" approach.

It began calling in the employees in groups of three or four, asking for their suggestions on how their particular operation could be made safer. For the first time these men were seeing that their job was important; that their advice was important; and that they could help improve the safety and efficiency of their own operation.

In the Chicago plant that had the highest accident rate of any of the company's main plants — 2.29 accidents per million man-hours — the accident rate was cut to .66 in two years, the best safety performance in the company's entire history.

More impressive, the company began getting some pleasantly unexpected dividends: Wherever employees were consulted about their job, morale generally rose, and so did production.

DBA News Digest

will only be half successful, if that.

The majority of industrial firms today do back safety completely. In a survey taken by *Mill and Factory Magazine* recently, of 332 companies of all types and sizes, 90% had organized safety programs, with corresponding safety-first attitudes.

Management must not only have a viewpoint on safety. Management must motivate safety. The philosophy, after opposing accidents and favouring safety, must be one that leads a vigorous never-ceasing fight for the health and welfare of employees.

Even though the largest responsibility lies with management, the job that must be done cannot be done without the co-operation of workers, through their unions and individually.

### Grounds for Agreement

Management and labour may differ in their approach to wages, hours, duties, fringe benefits and the like, but it would be difficult to conceive of any dispute concerning the value of safety practices. (see page 4, column 3)



## LABOUR-MANAGEMENT CO-OPERATION can prevent FIRE!

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### WALKS

(continued from page 3)

labour - management committee consists of six members elected by popular vote annually, each member representing a hospital group or department.

The committee, which was set up in 1944, discusses all common problems with the exception of wages and hours of work.

Bargaining agent for union members of the hospital staff is Local 268 of the Building Service Employees International Union, CLC.

### SELLING

(continued from page 1)

"Dual capacity" is the way Mr. Stuart describes his retirement plans. "My wife intends keeping me busy at our farm on the outskirts of Hamilton," he said. "If I have any time left over when she's through with me, I hope to donate it to civic affairs in some worthwhile manner."

Just prior to joining the Labour-Management Co-operation Service, Mr. Stuart had been Secretary of the Wartime Advisory and Production Plan of the (then) Otis

### FIRE

(continued from page 1)

He also reminded his audience that it was the responsibility of every man and every tour boss to make sure that their working areas were kept as clean as possible.

### Practical Side

Following their first classroom session the trainees went outdoors to an open area where a number of different kinds of fires were ignited and subsequently extinguished with various types of extinguishers.

Each of the trainees will be given the opportunity to actually use the fire fighting equipment.

Plans are currently being made to extend this training program to other departments of the mill.

Fenson Elevator Company in Hamilton.

For the time being, Mr. Stuart's territory will be taken over jointly by Messrs. Frank Costello and Sidney Emerson, representatives of the Service in the Toronto area.

## Better Late Than Early

In January of each year, the Labour-Management Co-operation Service volleys its annual broadside against the hazard of fire. At about the same time, a number of people begin imploring us to realize that we are three months late — that Safety Month is October, not January.

We listen respectfully every year. We nod many times in agreement with what is said — for what is said, is said with logic we may parry though not dismiss. And finally we offer excuse that we have perfectly logical reasons of our own: our program — though this is much too weighty a word just reminding people not to play with fire — is aimed at a group called the "Forgetters", who form a rather non-exclusive club which roughly 17 million Canadians belong, ourselves included.

We honestly believe, you see, that once a year is not enough; that 12 months is a long time; and that things slip too easily out of the mind.

Maverick, ornery, off-beat — call us what you will, our message is plain to us. At least this lone message is not lost in the yearly national exhortation. Like the needle Grandmaw left in the pocket of the rough spot in a set of winter underwear, you are occasionally reminded that it is there.

### SAFETY

(continued from page 3)

Progressive management long ago established itself in the forefront of the safety movement. Any union sincerely interested in the welfare of its members would be shortsighted indeed to neglect any practicable approach to accident prevention.

I think it is safe to say that we can look forward to the day when every single union contract in every industry . . . will recognize the possibilities of accidents and include the proper precautionary provisions.

When this comes about, we will have taken the largest and most vital step in the fight for safety. When management and labour thus work together for safety, the battle will be successful.

I said there are three areas where attitudes are important: management, labour unions and the individual worker. Actually, if management and the labour leader come to grips with this problem together, the individual worker's attitude almost automatically will be one which fosters his own health and safety.

### Morale and Teamwork

There is another benefit of effective safety programs that is, perhaps, often overlooked. That is employee morale. This cannot be shown on balance sheets or in a union contract, but there is no doubt, in my mind, that it creates

a beneficial effect throughout the organization.

With high morale, relations between management and labour obviously will be kept at a mutually beneficial level. Then, everyone gains.

Now as we look ahead, the future is demanding on all fronts. We feel confident that our technical advances will be paced more than adequate safety measures and equipment to protect the worker.

The vital area then, is attitude. As Mr. Kettering said, sometimes we tend to fight change. On this issue, where change will continue, we cannot afford to resist it.

We cannot allow ourselves to be lax in the battle against accidents. We must be aware of what we face. We must be positive in our fight.

Labour and management must join hands. We cannot go separate ways. If we do, the worker, who is both union member and industrial employee, will be caught between. We are morally responsible for his safety. To keep him safe and healthy, we must work together — if we would be a better nation ahead of tomorrow.

(Melvin H. Baker is chairman of the board, National Gypsum Co. The foregoing was an address delivered to the 47th National Safety Congress held at Chicago in October 1959. It appeared in the National Safety Council's "Annual Newsletter".)

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR  
Minister

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# MWORK in INDUSTRY

L. XVIII—No. 2

OTTAWA, CANADA

FEBRUARY, 1961

## LAYOFFS GRIEVANCES FOUR YEARS

rkson, Ont. — Not a single in the last four years. This happy situation at the St. lace Cement Co. here — and gement and union spokesmen e that the credit belongs to plant's joint consultation ittee. organizations within the plant, other large scale changes would affect the entire force structure, are first sed by the committee and ecutive board of Local 366, d Cement, Lime and Gypsum ers International Union. er the committee hammers commendations based on its gs, and passes these on for gement approval. In this way and company have been o provide a cushion to prote individual against the sort ardship which would result, from automating his job.

**Open Discussion**  
nt, open discussion of vital ems involving personnel has enabled the committee to w up with alternatives to layever since 1956. mmented G. Heym, president cal 366: "The plant commit success is evidenced by the hat in the four years since the was created, not a single ance has gone before a board bitration.

he committee has proven to

dependable means of com between the local and company."

nt manager H. Egger believes

oint committee meetings give

mployee the right — and duty

ask, criticize and suggest.

is important for the em

e to realize that he is re

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ganization," stated Mr. Eg

"Instead of complaining, he

ask, criticize and suggest in

structive sense.

ollowing the principle of

talk it over will eliminate

ctify problems which occur

here human beings live or

together."

**Once A Week**  
der the auspices of union management, informal meet are held in the Clarkson i manager's office once a

(see page 2, column 3)

## GROUP SEEKS TO ENCOURAGE GREATER SPIRIT OF TRUST

**Calgary** — A novel project undertaken by representatives of Alberta's clergy, judiciary, labour and management seeks to encourage development of a new spirit of trust in industrial relations.

Central United Church was the scene recently of an "Industrial Thanksgiving Day" during which services were held to stress the importance of adapting Christian rules of conduct to the relationships between employer and employed.

### Great Interest

So much comment and interest have been stirred that "Industrial Thanksgiving Day" may well become an annual event in Calgary. Over 1,500 people attended the two services.

Dr. Gerald Switzer, minister of Central United — one of the largest churches in Western Canada — spoke to both morning and evening congregations on the theme of "Management, Labour and a Higher Loyalty".

During the course of his sermons, he emphasized that the brotherhood of man applies as strongly to labour-management relations as to other areas of human activity.

"There must be more godliness and love in the relations between labour and management," he said.

Assisting Dr. Switzer at the special Sunday services were Hon. Clinton J. Ford, chief justice of Alberta, who read the Bible lesson;

Frank Bodie, executive secretary-treasurer, Alberta Federation of Labour; Ernest Peterson, managing director of United Dairies, Ltd.; and Richard H. R. Clement, conciliation commissioner for the Alberta Board of Industrial Relations.

### Agent of Democracy

Mr. Bodie described a labour union as "an agent of democracy because it is concerned with the independent status of the individual worker."

Said Mr. Peterson: "Most labour-management difficulties rise from both sides tending to be selfish, indifferent and lazy."

"We must together learn to cultivate such qualities and virtues as fairness, reverence, self-control and cheerfulness."

Mr. Clement reminded his hearers that "in the foreground (at collective bargaining time) is the economic welfare of companies and workers. And always in the background is the well-being of hundreds of wives and families."

Mr. Clement concluded his remarks to the congregation by asking three questions: "What is management without labour? What is labour without management? What are both without God?"

## Relations At B.C. Hospital Improved By LMC Teamwork

**Penticton, B.C.** — Staff relations at Penticton Hospital have improved noticeably" since the formation last June of a labour-management joint consultation committee.

This information is contained in a news release prepared on behalf of the committee by Jim Hume, chairman of the hospital board's personnel committee, who was chairman of the union-management body during its first six months of operation. Mr. Hume adds that the committee has been enjoying a series of "highly successful meetings".

"Many recommendations brought forward by staff mem-

bers have been implemented to improve working conditions," he reports.

His successor is Charles Blake, recently elected to serve as chairman for the first six months of 1961. Mr. Blake is shop steward of Local 180, Penticton Hospital Employees' Federal Union, CLC.

### Team Spirit Up

Each month since the inception of the committee, a staff member of Penticton Hospital has outlined for labour and management representatives the duties and responsibilities of his or her department.

(see page 2, column 1)

## Explains Report To Truck Drivers

**Vancouver** — Financier Murray Brink, whose favorite reading includes balance sheets and annual reports, reinforces good labour-management relations at Johnston Terminals Ltd. with his ability to interest truck drivers in the facts behind the figures.

According to a story in the Toronto Globe and Mail, at one meeting he managed to hold the attention of 130 drivers and warehousemen for two hours as he discussed the annual report of Johnston Terminals, a firm of which he is president.

This is the third year in which he has spent an evening discussing minute details of company business with employees, answering their questions and often comparing company actions with household decisions, relating bonded indebtedness to mortgages, comparing depreciation of capital equipment with depreciation of the family car.

### Here's the Picture

Mr. Brink explained the breakdown of company costs from tires to postage, interspersing his explanation with wry comments on the problems and prospects for the future.

The company performs a wide variety of work in trucking, barging, warehousing, machinery installation and general cartage. In Ocean Falls, Mr. Brink reminded his men, Johnston Terminals "collects garbage, runs the school bus, keeps the streets clear of snow and collects beer bottles."

"Last year we fell just short of taking in \$5,000,000," he continued. "Now that's quite a bit of money to take in in anyone's language, particularly when we don't make paper or corn flakes or wire rope."

Having detailed the major uncontrollable expenses, he said this should make it clear that "out of every dollar we take in, 77.76 cents goes that-away."

And so it went throughout the evening.

"I am not an accountant," he told the men. "I think a balance sheet is really very simple. But accountants and bond dealers have thrown an aura around them. If shareholders of a public com-

(see page 2, column 4)

## Shot in the Arm Provided By New Plan

**Three Rivers, P.Q.** — Communications back and forth between management and employees of the St. Lawrence Corporation Ltd. have received a stimulating shot in the arm through a "visiting member" plan introduced recently by the firm's labour-management production committee.

The basic committee consists of eight members: four from management, and two each from Local 136 of the International Brotherhood of Pulp, Sulphite and Paper Mill Workers and Local 234 of the United Papermakers and Paperworkers.

Under the "visiting member" innovation, two additional representatives are selected periodically from management and labour to attend committee meetings as observers. Selections are made alphabetically.

### In the Picture

According to company and union spokesmen, the idea puts individual department heads and employees "in the picture", providing them with first hand knowledge of the aims and workings of the committee.

Communications are further extended through distribution of monthly meeting minutes to the heads of every department so that as many people as possible may be kept up to date on committee suggestions and discussions.

### Now 16 Years Old

The St. Lawrence Joint Production Committee, as it is officially called, is now in its 16th year and enjoys the full backing of both management and union.

Evidence of member interest in the organization is demonstrated



VISITING MEMBER plan introduced by this labour-management committee at the St. Lawrence Corporation's Three Rivers Mill has stimulated employer-employee communications. Left to right, standing: A. O. Robindaine, A. J. McClelland, R. Poitras, W. P. McClelland. Seated: W. R. McDougall, J. Fontaine, W. K. Haste, J. Cayer.

by the fact that Local 136 and Local 234 are represented by their respective presidents — Roger Poitras and Joseph Fontaine — while mill manager W. K. Haste is an active representative for management.

Mr. Haste has stated, "on numerous occasions", that he considers the work of the committee "an invaluable asset to the Three Rivers Mill".

Messrs. Poitras and Fontaine point out that the organization has provided "a means of presenting employee suggestions which otherwise might not have received the attention they deserved."

### Many and Varied

The functions of the committee are clearly stipulated in its constitution, as follows: "To provide full co-operation and participation of employees in presenting to the management, ways and means of

improving production and plant efficiency and promoting mutual understanding and confidence. Matters involving wages, hours, grievances and other issues of a like nature are not to be handled by the committee."

Subjects covered regularly by discussion are many and varied but, in general, include the following:

- Changing of practices which are out of line with present conditions;
- Conservation of materials, machines and equipment;
- Elimination of waste;
- Good housekeeping;
- Safety;
- Maintenance of wash rooms and locker rooms;
- Promotion of a greater understanding between employer and employee in their common interest in production.

## HOSPITAL

(continued from page 1)

This innovation has apparently succeeded in promoting team spirit by broadening understanding of the way in which the various departments must work together if the hospital is to function with maximum efficiency.

One month the speaker was Mrs. Phyllis Battiste, secretary-treasurer of Local 180, who described for committee members the operation of her local.

On another occasion, Al Ante outlined the duties of the hospital board.

Following each address is a question and answer period, "which generally proves even more stimulating than the speech."

Despite its brief history, the committee also found time to set

up three recreational projects: a late summer beach party, a bowling league, and a hospital staff dance.

### Fulfilling a Need

Looking back over the committee's initial six months of activity, Mr. Hume commented: "There is no doubt that joint consultation is fulfilling a long-felt need at the hospital.

"Members of the lay staff are finding that department heads and board members are not as remote as they once seemed. And we of management are realizing that our employees have the interests of the hospital at heart."

Besides Local 180, Penticton Hospital's 150 employees are represented variously by the Registered Nurses' Association of B.C., and the International Union of Operating Engineers.

## NO LAYOFFS

(continued from page 1)

week. At that time, minor grievances are brought to management's attention to prevent them developing into serious disputes requiring grievance committee action. Discussions are centred on plant conditions as they affect the men on the job.

Complaints are first made verbally by the plant employees to their stewards or to the president of the local. At the next meeting they are brought to the attention of the plant manager.

Suggestions for operational improvements are put forward by the employees, as well as proposals for improving working conditions. In every case, the plant manager makes a personal investigation and

(see page 4, column 4)

## BRINK

(continued from page 1) company are entitled by law to report of its balance sheet, surely so are the employees who have invested their time and fort."

### Teamsters Approve

Besides winning the nomination of the men's union for frank discussion of company business, this type of Brinkman also proves that it is possible to sit down in reasonable discussion with Teamsters, a fact not even where appreciated.

Blair Whitelock, business agent for Local 31 of the Teamsters Union which has 2,000 members in local cartage firms, attended a meeting with two other union officials. He warmly commended the Brink idea.

# Unity Compete George Hees

don — Trade and Commerce Minister George Hees reported the Canadian Chamber of Commerce in Great Britain that Canadian labour and management reach an understanding if we are to be able to produce what are competitive in markets.

We know that many countries, until recently, were markets for Canadian merchandise are competitors and that the products they offer for sale are of quality and reasonably well," he said during a luncheon.

The trade minister stated that Canada's living standards and her ability to provide full employment depend on her ability to remain competitive in international trade. Not only must we preserve the quality of our goods, but the price must be right."

Hees expressed confidence Canadian management and labour will produce goods that are competitive and that will maintain and expand Canada's external markets.

Picton, Ont. — Back in Canada, Mr. Hees challenged management and labour to co-operate in producing better designs, better quality and lower costs.

## Takes Teamwork

He told Picton Rotary and Kiwanis Clubs that European countries have brought their economies from the "devastation of war to bring prosperity" by this means.

This teamwork has been carried out both on the industry and community level," he said. "It has created jobs and sales. And as costs increase, the workers will share in those profits in the form of increased wages.

What has worked so well in Europe will work just as well," he said.

People will only buy our goods if they are either of better quality or the same price or of equal quality at a lower price."

## LITTLE BIT EXTRA

The men who have achieved success are the men who have learned, read, thought more than absolutely necessary, who have not been content with knowledge sufficient for the present but who have sought additional knowledge and stored it for the emergency reserve. It is the superfluous labour that equips a man for everything that counts most in life.

Cushman K. Davis

# PLANT COMMITTEES MEET SUCCESS IN BELGIUM

by A. John L. Mainwaring  
Labour Attaché, Canadian  
Embassy, Brussels, Belgium.

In Belgium there exist two types of plant labour-management committees which carry on functions comparable to those of the labour-management committees in Canada.

There are, however, important differences between these committees and their Canadian counterparts in the way in which they are set up, and in some of their powers and functions. The first type of committee is called "Conseil d'Entreprise", which may be translated simply as "plant council". The other has the more specialized title of "committee on safety, health and improvement of the working place".

## UNIQUE RECOGNITION

The Carlsberg Brewery in Copenhagen, Denmark shows great regard for the value of long and faithful service.

Money awards and longer annual holidays are granted to all Carlsberg employees who complete twenty, forty and fifty years of service with the company. A special distinction is added when an employee reaches the fifty-year mark: his portrait is painted and hung in the Carlsberg Museum's gallery of honour.

The company keeps in touch with pensioners and arranges an outing for them each Summer. And if any employee dies and leaves children of school age, the company helps the children to acquire an education.

## Co-operation by Law

The first point of contrast with the Canadian system is that the Belgian committees are established compulsorily by legislation. Under a law adopted in 1948, all enterprises having at least 150 workers must have plant councils. A law of 1946 requires all establishments with 50 or more workers to have safety committees.

Belgium makes an important distinction between these two types of committees on the one hand and "delegations syndicales" or "union committees" on the other. The latter, which have no legal base, carry on such bargaining activities as are not done at the national level.

Representatives of workers on the plant councils are required by law to be elected. Elections are held every four years and have a special interest in that each of the three Belgian Labour federations (Socialist, Christian and Liberal) puts up a slate of candidates in each plant in which it has members.

In the absence of reliable statistics on union membership in Belgium, the election results provide a good indicator of the relative strength of the three labour federations. There is considerable campaigning and the interest thus

aroused no doubt carries over to some extent to the actual functioning of the councils.

## Teamwork the Goal

The role of the councils is essentially consultative. They are required by law to "examine all measures suitable for favouring the development of a spirit of collaboration between the chief of an enterprise and his personnel". Canadians would not quarrel with this as a principle.

The councils can make suggestions on measures relating to production methods, working conditions, and the efficiency of the enterprise.

The councils also have the more controversial mission of "administering (gérer) all the social

tasks carried out by the enterprise for the well-being of the personnel, unless these are left to the sole control of the workers".

Even more significant is the requirement that every quarter, the head of the enterprise must furnish the council with information on productivity, the state of production, variation in costs of production, and the financial status of the enterprise. He must periodically furnish reports and documents so as to give the council a clear picture of the results of the enterprise's activities.

The councils also:

- fix the date for annual vacations;
- supervise the application of protective and welfare legislation;
- consider the criteria to be followed in cases of lay-off and hiring.

## Strong Support

As in Canada, there have been examples of good and bad committees. Much has depended on the attitude of management. Much also on the attitude and competence of the union representatives.

Officially the plant councils have been given very strong support from the top leaders in both industry and the trade union mo-

## FAT CHEQUE FOR BIG TIME-SAVER

Winnipeg — The largest single suggestion award ever won by a CNR employee in the west has been presented to Nick Pastuck of the railway's Transcona motive power shops.

Mr. Pastuck received \$335 for suggesting a modification in diesel locomotive maintenance procedure which is saving the company considerable shop time.

A cheque for this amount was presented to him by E. J. Cooke, general manager of the CNR's prairie region.

The employers say that they would have preferred that the councils be set up by agreement rather than by legislation, but recognize that during the immediate post-war years, when their establishment was encouraged on a voluntary basis, little was actually accomplished.

The work and functions of the plant councils are reviewed from time to time by the National Council of Labour. This National Council adopted in 1958 a statement which had the effect of re-interpreting some aspects of the role and functions of the plant councils. The employers were especially pleased that this was done by agreement rather than by further legislative action.

Both union and employer leaders insist that the councils form a truly significant part of the Belgian industrial relations scene.

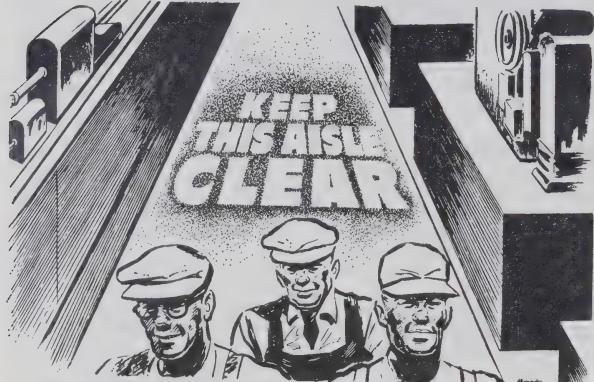
Their role is by no means confined to achieving higher productivity (which is, however, an important objective in Belgium today). In a broader sense their role is that of making industrial life more rewarding, giving both labour and management better mutual understanding of one another's fundamental needs and day-to-day problems, and fostering a philosophy of co-operation in industrial life.

## What's Going On?

A Canadian is rather startled by the legislative requirement that the councils be provided with detailed information on plant operations and that they "administer" certain functions.

In practice employers do not seem to object to this. They do not find it a challenge to their authority. An employer spokesman has stated that "the basic wish of the workers is not to accept the heavy responsibility involved in sharing in the management of the enterprise (co-gérant), but rather to know what is going on (co-savoir)".

On the union side, much effort has been spent in providing training and information to delegates (see page 4, column 3)



## LABOUR-MANAGEMENT CO-OPERATION WILL IMPROVE HOUSEKEEPING

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

## "Operation Unity"

One of the best examples a man can set is to practice what he preaches — and we of the Labour-Management Co-operation Service were doing just that last month.

Industrial Relations Officers who represent our Service in various centres across Canada were in Ottawa from the 16th to 20th of January discussing how to improve not the product we sell — How could you improve on co-operation? — but our means of putting it across.

Days and evenings alike were spent in sharing experiences and problems, and in proposing, debating and adopting ideas on how best to tell Canadian labour and management of what co-operation between them can do for Canadian industry. One felt in these sessions a sense of urgency, for hovering over all of us was an awareness that Canada's welfare in the immediate future is going to depend to a large extent on the capacity of labour and management to overlook the differences that separate them in order to solve the joint problems that confront them, at home and abroad.

It was to foster this vital minimum of unity that the Labour-Management Co-operation Service was first established. Throughout its history, our objective has been to win companies and unions — by persuasion and example — to the point of view that some co-operation between them toward certain mutual goals means health and strength for both parties.

Joint consultation does achieve that co-operation and those goals. We have over 1,600 examples to prove it. So when our Industrial Relations Officers come knocking on your door this year, remember that they represent not labour and not management, but the best interests of both.

## BELGIUM

(continued from page 3)

on the councils. This is done from the national level, both by night and correspondence courses.

The very fact that the committees have a legal base seems unusual to a Canadian. We do not take kindly to the notion of trying to legislate co-operation which we consider comes voluntarily or not at all.

On the other hand, observation of the Belgian system leads one to realize that the notion of a compulsory system of co-operation is not quite as preposterous as one is at first tempted to assume. It works in Belgium. It works because it fits in with the Belgian way of doing things. Belgians like to have things set out in law so that they know where they stand.

### Committee Structure

The establishment by law of plant committees forms part of a structure of joint or tripartite committees at various stages of the Belgian economy.

At the top, there is a National Economic Council, which includes representatives of labour organizations, employers, and various other interests and which advises the Minister of Economic Affairs on various problems. Economic councils exist for certain industries and may in future be set up for others. The plant councils, operating at the local level, complete the picture.

A similar structure exists in regard to industrial relations questions. There is a National Council of Labour whose functions are largely advisory, but which sometimes plays a dynamic role in the preparation of social legislation.

For the various industries there are joint parity committees which, with government chairmen, carry out most of the collective bargaining. At the plant level there are the "délégations syndicales", or union committees, which deal with local problems within the framework of the appropriate industry agreement.

If to the Canadian eye this seems an elaborate way of organizing labour-management relations, it must be remembered that Belgium is a more centralized state than Canada and more given to "planification" of economy. It is relevant also to remember that

trade union membership is 75% and amounts to some 75% of non-agricultural paid work force compared with 33% in Canada.

The existence and functioning of these unions has been openly and generally accepted by Belgian employers since 1944, and there appears to be general public acceptance of the role of unions. A logical corollary is to encourage them to share in the responsibility for the country's economic and industrial health. This sense of responsibility is encouraged at all levels.

### Right Conditions

One certainly cannot legislate co-operation. It might also be argued that one cannot legislate "good" collective bargaining. One can do through legislation to provide the conditions which co-operation and good collective bargaining can take place and to insist that an appropriate effort be made.

The object of the legislation, plant councils, similarly, is to provide the conditions under which the appropriate will to co-operate can develop.

Such legislation would not be reasonable or acceptable in Canada, although it is considered normal in Belgium. The possibility of compulsory joint committees in the field of safety, however, one that some Canadian provinces may already have considered.

Belgian experience seems to reinforce the notion that the value in joint committees operates outside the collective bargaining field.

The advantage that seems to be most mentioned is not the immediate practical one of raising productivity, but the more abstract and perhaps idealistic conception of making working life more attractive — psychologically as well as physically — to the people have to live it.

## NO LAYOFFS

(continued from page 2)

initiates the necessary alterations.

Right from the start the labour-management program was greeted with keen interest. To the employees the tangible benefits were obvious. And to the company it was equally obvious that the employees' welfare had a positive development bearing on the welfare and development of the firm.

## TEAMWORK in INDUSTRY

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HON. MICHAEL STARR

Minister

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# MWORK in INDUSTRY

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OTTAWA, CANADA

APRIL, 1961

## CO-OPERATION GETS TOP BILLING AT CRL PLANTS

Kilmarnock, Que. — Main objective of the labour-management committees in operation at the Kilmarnock Marelan, Quebec plants of Canadian Refractories Limited is to create understanding and cooperation in certain areas dealing with production and safety.

The statement is carried in an article appearing in the February issue of CRL News, the company's employee publication.

The committees are composed of equal number of representatives from management and labour.

They serve as a liaison between the company and members of Local 145, Magnesite Workers' Federal Union, CLC. "Primarily the committees serve as a means whereby suggestions brought forward by the men actually doing the work can be discussed fully and acted upon," said general works manager L. R. Ross.

"Often a man at his job can see a better way of doing the same task; or he may see an unsafe work practice which should be eliminated. The committee is therefore the forum in which these suggestions are investigated," he explained.

## BATT NEWS REPORTS 18 YEARS OF LMC HISTORY

London, Ont. — Labour-management committees have been operating at John Labatt Limited for 18 years.

A recent issue of the Labatt News recalls that in January, 1943, a group of employees representing the company and Local 1 of the National Union of Beverage Workers, CLC, sat down together and established a policy of regular labour-management meetings which have become a fundamental part of Labatt's industrial relations philosophy.

The Employee - Management Committee Plan adopted 18 years ago, says the News, "provided continuing consultation on a regular basis and made provision

(see page 4, column 2)

(see page 4, column 2)

## OPEN HOUSE GOES OVER BIG; FIRM PRAISES UAW HELP

Brantford, Ont. — Highlighted by an "Employees' Day", a three-day "Open House" was sponsored recently by the Hussmann Refrigerator Company to commemorate the firm's 1960 expansion program and its 12th Canadian anniversary.

Reported by company representatives and members of Local 397, United Auto Workers, AFL-CIO/CLC, as "highly successful", the event commenced with "Employees' Day" on a Saturday late last fall. Attendance on the following Monday was made up of major suppliers and Brantford business and community leaders.

Tuesday, the final day, was devoted to entertaining Hussmann representatives and customers, including corporate chain officials and executives of wholesale grocery organizations.

Really Humming 1961

Teamwork between management and employees enabled the show to run off smoothly and on schedule, despite the logistics problems created by a guest list of over 1,000 people.

Personnel manager Frank Kovrig praised the co-operation of the firm's 430 employees.

"They had the place really humming," he said. "Our visitors were thoroughly impressed with their speed and efficiency on the job."

(see page 2, column 2)



WHAT DAD DOES at work. Charles MacKay, a member of the UAW Union Committee at the Hussmann Refrigerator Co., shows his son, Brian, the brake press he operates and the forms it stamps out.

## CHANCE TO BETTER L-M UNDERSTANDING SAYS UNION CHIEF

Brantford, Ont. — Reginald Johnson, union bargaining committee chairman of UAW Local 397, believes that a plant "Open House" is a good way to improve understanding between labour and management.

Referring to the union's part in the "Employees' Day" held at the Hussmann Refrigerator Company during the firm's three-day "Open House", Mr. Johnson said:

"We were pleased to co-operate in any way we could. We realized that it was an excellent opportunity to build better understanding between the employees, their families and Hussmann.

"We also felt that this was a splendid opportunity to show local business people, community officials and our customers that Hussmann employees take a great deal of pride in their work and that a strong spirit of co-operation exists between labour and management here."

## Tell Unions Promptly About Changes Says Schweppes Man

London, U.K. — Sir Frederick Hooper, managing director of Schweppes, said in a paper read recently to the Royal Society of Arts in London that joint consultation between management and trade unions should never be confined to moments of crisis.

"It should be one of the cardinal principles of management that the labour force has the right to be informed at the earliest reasonable moment of all major changes in policy. Behind this lies the difference between treating men as men and treating men as machines."

### By Consent

Another factor making for contentment in a business was a clearly marked avenue of promotion for all who were able and willing to follow it. Nowadays management by imposition could lead only to economic suicide. In its place there must be management by consent.

## SPORTS PROGRAM GREATLY EXPANDED

Roberval, Que. — Sports activities among employees of the Hotel-Dieu St-Michel Hospital entered a new phase within recent months.

Acting on a suggestion made by the hospital's joint labour-management committee, the sports committee has expanded its program to include all types of athletic and leisure activities.

Financial outlays connected with the new program are being overcome through a co-operative fund: Hospital management has pledged an annual sum of money, and employees are each contributing a few cents a week.

### First Time

The annually-elected members of the sports committee are responsible for organizing and co-ordinating efforts, and allotting money for the various sports. Directors in charge of each sport are responsible to the committee for the execution of the functions entrusted to them.

Recreational activities already available to the hospital employees include skating, broomball, bowling, croquet, badminton, petanque and such table games as cards and crokinole. Fishing and shooting competitions are also planned. Trophies are to be awarded annually to winning teams.

Commented Jean-Marie Lapointe, director of personnel: "This is the first time in Roberval, if not in the region, that employer and employees have guaranteed the existence of such an organization in a permanent way and within a definite framework."

Bargaining agent for the 90 employees of Hotel-Dieu St-Michel Hospital is the Confederation of National Trade Unions.

## ATTENDANCE HIGH AT MEETINGS

St. Laurent, Que. — Attendance at joint consultation meetings of labour and management at Plant 59, Continental Can Company of Canada, often runs as high as 25 men and women.

Permanent company and union representatives, together with those elected to serve annually, make up the bulk of those attending. However, a meeting without a guest speaker or observers from other departments is a rare occasion.

Permanent management members of the committee are the plant manager, assistant plant manager, personnel supervisor, employment supervisor and two general foremen.

(see page 4, column 4)

## HUSSMANN "OPEN HOUSE"



TEAMWORK in the receiving line. Company and union officials welcome guests to the Husmann "Open House". William White and his family are greeted by (right to left) : pres. and gen. mgr. A. C. Campbell; Mrs. Campbell; H. W. Freeborn, exec. vice-pres.; Mrs. Freeborn; Mrs. S. Thornley; P. Simms, prod. mgr.; R. Sasse, UAW.; S. Thornley, plant supt. (extreme left).

### OPEN HOUSE

(continued from page 1)

The entire staff worked overtime voluntarily on the Monday and Tuesday so that the touring guests could see the plant in operation.

Union committee officials of Local 397, along with Husmann executives, did their share of greeting in the receiving line for visitors. Among them was Reginald Johnson, chairman of the plant committee.

### V-P Pays Tribute

The enthusiasm demonstrated throughout the "Employees' Day" program is evidence of the healthy state of relations between management and labour at Husmann, according to company officials.

Said executive vice-president Harold W. Freeborn: "We wanted to show our people just how important is each employee and the job he performs in the overall production of our products. We also wanted the families of our employees to realize the important part each employee plays in our organization."

Mr. Freeborn also expressed his pleasure at the assistance provided by Local 397's bargaining committee at Husmann's.

"Their willingness to co-operate in every way, and the extent of their enthusiastic participation was responsible to a great degree for making our 'Open House' such a tremendous success," he said.

## CN Railway Co-op Group Holds 37th Annual Meeting

Winnipeg — Key to the future success of the Canadian National Railways is close co-operation between management and employees.

This view was expressed by J. R. McMillan, vice-president of the railways' Prairie region, at the recent 37th annual meeting of the union-management co-operative committee.

B. Chappell, Prairie chief engineer, said it was through the co-operative movement that union and management had achieved

a better understanding of each other's problems and had jointly developed new ideas of great benefit to both.

Over 400 items relating to day-to-day working conditions were discussed at divisional co-operative committee meetings throughout the west, according to the movement's annual report.

The meeting was attended by representatives of the Brotherhood

(see page 3, column 4)

## SAFETY CONFERENCE APTLY NAMED

Fort William, Ont. — "Accident Frequency Zero" was the title of a successful industrial safety seminar held recently at the Queen Conference and Training Centre near here.

The seminar was attended by supervisory personnel responsible for safety in some of Northwest Ontario's major industries.

Representing the Labour-Management Co-operation Service, the federal Department of Labour was Industrial Relations Officer A. C. Candline of Winnipeg.

Others attending were: Syd Turner, purchasing agent, Lachaud Freightways, Port Arthur; Cecil Savage, supervisor, Northern Coldstream Mines, Kashabow; Jack Toivanen, mine superintendent, Wilroy Mines Limited, Matouwage; Paul Renaud, safety supervisor, Abitibi Power Paper Company, Port Arthur; H. Dick Whent, safety supervisor, St. Lawrence Corporation, Rock; N. S. Scott, supervisor of employee relations, Caland Ore Company, Atikokan; R. S. Steve, service training instructor, Power Equipment, Port Arthur; E. Reeves, general manager, Lumberman's Safety Association, Toronto; R. F. A. Thew, Kawene; G. Anderson, safety supervisor, Steep Rock Iron Mines, Steep Rock Lake; and G. R. Stephens, Industrial Accident Prevention Association of Ontario.

## "Know Your Plant" Is Popular Series

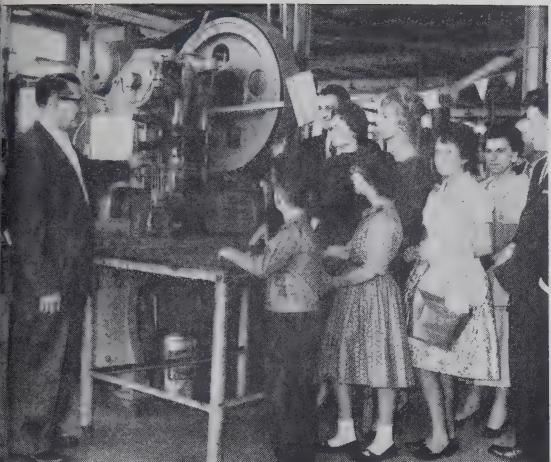
St. Laurent, Que. — "Know your plant" is one of the most popular topics on the agenda of labour-management committee meetings at Continental Can Company Plant 59.

Speaker-representatives from various departments attend LMC meetings periodically to outline the duties and responsibilities of their respective departments, the products they make, how the work fits into the overall operation of Plant 59, the problems they face, and how those problems being solved by labour-management co-operation.

### Communications Plus

Great interest has been shown in the "Know your plant" series. Commented a recent issue of "The Fifty-Niner", plant magazine, its labour-management column:

"From knowledge and understanding comes great strength. All our undertakings at Plant 59 begin with making certain that everyone knows what is happening, why it is happening, and what the probable results will be."



IS HOW. Lead hand Mike Howarth, an employee at Hussmann Refrigerator explains the operation of a 50-ton punch press to guests during the "Open House".

## ROSES FOR LADY GUESTS ON HUSSMANN'S "EMPLOYEES' DAY"

GANTFORD, Ont. — Wives of employees at the Hussmann Refrigerator Company were greeted with roses when they showed up for the "Employees' Day" program of the company's 12th Canadian anniversary. The guests — wives, families and friends of employees — were received by company and plant executives and their wives, for which roses were presented to each lady.

### Spic and Span

During a tour through the company's offices and plant, wives and men had a chance to see where "Daddy" worked and just what was he did to earn the family's wage.

The plant was spic and span,

and machines, departments and the many food store merchandising products manufactured by Hussmann were identified with signs. Interviews were conducted by the local radio station and TV coverage was provided by the district television station.

At tour's end, refreshments were served and gifts distributed to all the guests.

### Sitter Service

So that mothers would not have any unnecessary problems on their hands, a professional baby care service for children under six years of age was set up for the day by the company. Facilities for keeping the young ones busy included toys, sand-boxes and tiny tables and chairs.



NOW TIME at Hussmann Refrigerator. Employees and their families gather one of the three refreshment areas set up in the plant during the company's three-day "Open House".

## Tell-The-Workers Policy Aids Staff Recruiting

Joint consultation is still regarded by some managements as basically "all right for the other chap" but not of much use to them in terms of productive effort because it cannot be measured precisely.

No such gross error was ever possible in the case of the jute firm of W. G. Grant and Company Ltd. of Dundee and Carnoustie, Scotland, which has 450 employees.

Grant's is very much a family business with a board of five directors, all named Bruce and all convinced of the need to ensure that joint consultation really works in the day-to-day affairs of the mill and factory.

Grant's think people have a right to know, for example, of a full order book because in that sort of security is every employee's real insurance.

### Co-operation

The "factory by the sea" as the Carnoustie works are now called, also gives the not-so-good news so that the community has a picture based on fact rather than rumour. This has helped to prevent unfounded fears and doubts which might have arisen on occasion.

"Giving the news" has greatly assisted in recruiting the right type of labour — young labour particularly.

Great care is taken to see that matters which rightly concern supervisors and foremen are first notified to them.

By seeking the full co-operation of everybody on the payroll, the management has shown each employee that he or she is an important part of the organization. The result has greatly stimulated interest in the job.

For example, although there is no formal suggestion scheme, it was a winder who pointed out that the type of bobbin used was not as efficient as that used by competitors. Another workman suggested that the knives were unsatisfactory.

### Quality Up

Quality too has markedly improved, though this is more difficult to credit directly to the policy of joint consultation. There is no doubt, however, that the employees now regard quality as of top importance.

A poster campaign, colourful and light-hearted rather than dull and stodgy in content, has made quality a talking point. The drive for quality led to a new inspecting and mending scheme and the improbable was achieved by two inspectors and two menders when practically 100 per cent inspection was recorded.

Over a period of a month, four girls were trained in mending and then in inspection at the Training Centre where up-to-date methods of operative induction and instruction are used.

### Speedier

Special tests were evolved, perhaps the most important being that for eyesight since good sight is vital in this job.

To be a successful cloth inspector, a high degree of perceptive ability is required. To develop it, exercises and devices were employed and inspection speed increased noticeably during the training period.

Mending time was reduced as the trainee acquired greater dexterity and accepted the change in methods.

Output per person, to inspect and mend, before training was on an average of 12 cuts of 100-yard lengths per day. Now it is 40-45 cuts of 100-yard lengths per day.

To insert two threads in a piece of cloth 36 inches wide took 8 minutes 22 seconds prior to training. That time is now halved.

### Redesigned

To achieve this, various method changes were introduced and inspection tables were redesigned and motorised. Extension of a warehouse at the Penmure Works means that this department is to have further improvements.

Grant's has carried out a program of continued development and modernising for the last 10 years. This has included new dressing machines, replanning of the production flow and, subsequently, the layout of machinery.

During this period, too, an associate company was formed to weave circular cloth and recently a major warehouse extension was completed.

Target 4/60.

### CNR CO-OP

(continued from page 2)

of Maintenance-of-Way Employees and the CNR's engineering department. Mr. Chappell was chairman.

Other speakers included E. J. Cooke, general manager, Prairie region; D. O. Spicer, general chairman, B.M.W.E.; G. C. Norman, freight sales manager; A. N. Cotton, general chairman, Brotherhood of Railroad Signalmen, Montreal; F. N. McKenzie, passenger sales manager; Dr. Emmet Dwyer, regional medical officer; J. A. Skell, public relations manager; and C. Adcock, vice-general chairman, B.M.W.E.



## UNION-MANAGEMENT CO-OPERATION IMPROVES QUALITY!

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### PROPOSES CONFERENCE ON COMMUNICATION

**St. John's Que.** — A national conference of Canadian business leaders to study the problems of communications in business and industry in the 1960s has been proposed here.

Ernest J. Little, manager of public relations, Texaco Canada Ltd., put forward the idea at a meeting of the Canadian Manufacturers' Association. He stressed that, to be of value, such a conference must have the active support of top management.

The root problem was how to improve communication of complex business activities to the man in the street, he said. Allied to that was the internal business problem of transmitting adequately messages from the top down and from the bottom up.

Of the latter case Mr. Little said: "This is an area of communications to which the communicators and management advisers have contributed precious little. Yet, until this problem is solved, much information and many ideas that would be valuable to management will remain buried

### New Code for U.S. Government Work

All work done on U.S. government supply contracts in excess of \$10,000 will now be bound by a new code of safety and health under the Walsh-Healey Act which came into force on January 27, 1961. Failure to comply with the code will result in cancellation of the contract.

*Employee Relations Bulletin*

### LABATT

(continued from page 1)

for special committees to consider specific matters."

At that time, two committees were set up, one dealing with accident prevention and safety, the other co-ordinating recreational activities.

Several years ago the London brewery re-formed the committees on a departmental basis. Since that time the concept of labour-management meetings has spread to other divisions of the company with marked success.

or will be diluted, choked-off or otherwise lost on the way up."

## A SQUINT DOWN THE BARRE

Customers and microscopes come in for a bit of speculation in a current issue of *Le Cable*, published by the Shawinigan Aluminum Company of Canada.

The writer of the piece remarks on what a revelation it is to examine an object through a microscope. There is much revealed that the naked eye could never detect unassisted. The tiniest detail, now magnified to enormous proportions, is unable to escape observation.

A customer, when she comes to buy our product, is inclined to view it as seen through a microscope, the article suggests. She expects her purchase to be perfectly made regardless of the price. There should be no flaws, no visible imperfections. Possibly there is a tiny rough spot in the article she examines. The last man to work on it may have said to himself, "It's not worth bothering about"; and the inspector may have decided that "no one will ever notice it." But the customer? Her probing finger finds it instantly and she exclaims: "What's this big lump under the finish!"

Someone has suggested that all fussy customers should be shot. The solution is quick but short-sighted, for the fussy customer is unconsciously helping to maintain standards and keep industry competitively fit.

No — the cure lies with those of us who work in industry both labour and management. Every once in a while, somewhere along the production line, we have to take a hard objective, customer-style look at what we are doing. If we don't, the customer will. When she does, we may lose her good. And every lost customer is a red entry on the dead side of the company's books.

Microscopes, anyone?

### Plant 59 LMC Plans A Year Ahead

**St. Laurent, Que.** — Planning ahead for joint consultation is just as important as planning ahead for production.

At Continental Can's Plant 59 in St. Laurent, Que., the labour-management committee sits down for a whole afternoon to line up its program of discussion topics for the coming year.

Letters mailed to members prior to the meeting request them to think about subjects they believe should be tabled some time during the next 12 months.

### Wide Field

Proposals made by union and management representatives roam over a wide field of topics, many of them related particularly to the can industry. Among those having a more general application are safety, quality, customer service, plant housekeeping, spoilage, efficiency, engineering improvements, work-loads, student help and training programs.

### No More Souvenirs

A New York State policeman slipped on a pencil at the head of some stairs and ended up in the Lockport Memorial Hospital with back injuries. The pencil that threw him was a souvenir from the Lockport Memorial Hospital.

### Traffic Safety

### ATTENDANCE (continued from page 2)

Permanent union members among the presidents of Local 2390, Can Workers Union, and Local 57, Office Employees International Union, a shop delegate of the Amalgamated Lithographers of America, Local 27, and the steward of Local 2398.

Additional representatives from among management and supervisory personnel are introduced periodically on a rotating basis, are shop stewards and regular members from the ranks of the Can Workers.

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa

HON. MICHAEL STARR

Minister

*Teamwork* 89

GEORGE V. HAYTHORN

Deputy Minister

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# MWORK in INDUSTRY

OL. XVIII—No. 3

OTTAWA, CANADA

MARCH, 1961

ENSIVE labour-management pro-  
at Continental Can's Plant 59  
ides key work of a Central Safety  
mittee. Left to right: John J.  
ugot, asst. personnel supervisor;  
G. Hamer, general foreman;  
ent Beaulieu, chief steward Local  
8, Can. Workers; Andrew S. Hunt,  
tant; Gerry R. Decorato, plant  
ager; Andrew E. Fox, asst. plant  
ager; Rodolphe Gagné, president  
I 23908; John R. Brick, personnel  
visor; D. Roy Allen, manufac-  
engineer.



## GOOD RELATIONS YIELD DIVIDENDS

### TEAMWORK MEANS BUSINESS SUCCESS CLAIMS CCCC PLANT MANAGER

**St. Laurent, Que.** — Good labour-management relations a successful business go hand-in-hand, according to Gerry Decorato, manager of Plant 59, largest Continental Can company plant in Canada.

In a statement made for readers "Teamwork in Industry", Mr. Decorato remarked:

Here at Plant 59 we have always enjoyed good relations between the Company and the three unions representing our organized employees.

Regular labour-management meetings present an opportunity to discuss problems on safety, housekeeping and efficiency from the point of everyone from the worker to the plant manager.

Our record in these and many other aspects of our business, such as quality and service, prove that if labour-management relations are a successful business go hand-in-hand."

### What Does the Worker Really Want?

The wants to do the right thing. He wants to improve ways of doing things because this is part of his nature; and unless inhibited by fear will do so. He wants to achieve goals he can be proud of. He wants to belong to a group that achieves the extraordinary. He wants to earn recognition and respect for what he is and what he achieves.

*Ken King, Supervisor, Training Services in CNR's "Keeping Track"*

#### Difficult to Define

"Good relations are always difficult to define," Mr. Decorato continued, in response to another question.

"I don't think it is easy to find the right words," he admitted. "I can only take you into our plant and let you see good relations at work."

"There is no lagging or fooling around. We've got a good team here. Everybody puts in an honest day's work. We haven't got a real labour-management problem. This is our idea of good relations."

"The closest I can come to a definition," concluded Mr. Decorato, "is to say that we get along the way people should get along. That's all there is to it!"

### OPPORTUNITY FOR DISCUSSION ACTS AS MORALE BOOSTER, SAYS GAGNÉ

**St. Laurent, Que.** — Rodolphe Gagné, president of Local 23908, Can Workers Union, CLC, claimed during a recent interview that plant morale is furthered when individual employees are given the opportunity to discuss company proposals.

"This is one of the valuable contributions labour-management consultation is making to Canadian industry," he declared.

Mr. Gagné, an employee of Plant 59, Continental Can Company of Canada, made the statement when asked for his personal opinion of labour-management committees.

"The committees are also useful for dispelling the false rumours which often circulate throughout a plant," he continued. "These rumours can be brought quickly to management's attention at LMC meetings and the correct information obtained."

Mr. Gagné stated that he considered labour-management committees the proper outlet for the introduction and explanation of company policies.

"Just as important," he added, "is the fact that they give employees the feeling of being better informed and of playing a larger part in company affairs than what their specific job would entail."

#### Lithographers

Speaking for members of Local 27, Amalgamated Lithographers of America, CLC, of which he is shop delegate, John Trumpler supported the comments of Mr. Gagné.

"Labour's ability to question management on equal terms has substantiated our labour-management meeting," he asserted.

(see page 2, column 2)

### DRIVER-SALESMEN VOLUNTEER HELP FOR WINTER WORK

**Victoria, B.C.** — Driver-salesmen of the dairy products firm of Northwestern Creamery Ltd. have done their bit for the 1960-61 Winter Work Campaign.

While out on their sales routes they distributed among their customers thousands of leaflets on the subject of winter work.

The company's labour-management committee received a letter of appreciation from the local National Employment Office.

Bargaining agent for the driversalesmen is Milk Wagon Drivers' and Dairy Employees' Local 464 of the Teamsters' Union.



ELABORATE promotions prepared through joint consultation are staged at Plant 59 to draw employees' attention to housekeeping, spoilage, customer

service and similar programs. Here a safety train begins an impromptu parade through the various departments of the plant.

## King Customer "Top Dog" at CCCC Plant

**St. Laurent, Que.** — Customer complaints are transmitted swiftly and in novel fashion at Plant 59 of the Continental Can Company of Canada.

Complaints are initially received through the sales department. Next they are spelled out carefully in notices prepared in both French and English. Then the notices are delivered to the department which could have prevented the complaint arising in the first place. Finally they are pinned to the department's "customer service" bulletin board for all to see.

An eye-catcher mounted next to the complaint notices takes the form of a cartoon replica of the typical Mr. Customer.

When he shares the bulletin board with a complaint, his face wears a severe frown and a sour mouth. When there is no complaint, and he has the board all to himself, he wears a big, pleased smile.

The idea, obviously, is to keep the customer happy and smiling.

### Customers More Critical

Company officials report that as prices of products rise, customers become more critical of what they are getting for their money. They tend, justifiably, to adopt the attitude "I'm paying more for the same thing this year than I did last year — therefore I expect better quality."

Customer complaints are reviewed regularly at labour-management committee meetings, and suggestions to eliminate their causes are jointly proposed, examined and adopted.

Members are constantly on the lookout as well for preventive

## EMPLOYEE'S CONTRIBUTION IS VITAL SAYS PERSONNEL SUPERVISOR

**St. Laurent, Que.** — The ultimate success of labour-management plant programs to reduce accidents, control waste, step up efficiency and productivity, cut down absenteeism and improve morale depends on the individual employee's response and contribution.

So says John Brick, personnel supervisor at Plant 59, Continental Can Company of Canada.

Mr. Brick was a production man before he took over his present post in personnel work, so he speaks from a vantage point provided by experience in two distinct lines of endeavour. He considers his observation valid and applicable whether a company is large or small.

"No small group, and no amount of money or brains can make these programs work," he emphasized during a recent interview. "You've got to have every last single individual willing to go along with you."

### MORALE

(continued from page 1)

#### Office Employees

Roger Jeanneau, president of Local 57, Office Employees' International Union, AFL-CIO/CLC, echoed the sentiments of his two fellow trade-unionists:

"Through our labour-management meetings at Plant 59," he said, "communications between the company and the unions have become a real two-way flow."

measures by means of which product quality may be maintained at a uniformly high standard of excellence.

"At Plant 59 we have this sort of co-operation and willingness among our employees. It is the secret of our success."

Mutual trust and respect exist on a large scale between management and employees of Plant 59, according to Mr. Brick.

"If we think the unions can help us with a problem," he said, "we ask for their help. I'm sure the unions have reciprocal feelings about management."

### Enthusiasm Aplenty

All the employees of Plant 59 support the various programs which have been developed or adopted, stated John Maingot, employment supervisor.

"I think they have a lot of team spirit in their makeup," he remarked. "They take great pride in the fact that visitors come from all over Canada and the United States to see the very fine job they do in the day-to-day operation of the plant."

## Troubles Vanish Where Relations Good Says Sauriol

**Montreal** — Business and industry in this country would eventually see many of their troubles vanish if they devoted more attention to labour-management relations at the plant level, says Maurice Sauriol, federal Department of Labour.

An industrial relations officer representing the Labour-Management Co-operation Service, Mr. Sauriol speaks from many years' experience promoting joint consultation in the Montreal area.

"The Continental Can Company's Plant 59 is a perfect ex-

## President Jodoin Urges Settlement of L-M Problem

**Toronto** — Claude Jodoin, president of the Canadian Labor Congress, has urged unions and management to settle their own problems.

Speaking before a recent convention of the Canadian Construction Association, Mr. Jodoin said that neither industry nor labor should expect governments to continually pass legislation to settle these problems.

"We feel that better labour-management relations are not likely to be the product of legislation. This must come rather from development of trust and understanding and from experience working together," he said.

Referring to the long association between the construction industry and the trade union movement, Mr. Jodoin asked his audience to remember that "what we have in common far outweighs the points on which we may have pen on one occasion or another to disagree."

Concluded the CLC president: "We should make a more concentrated effort to learn about and develop the causes of labour peace."

"Industry and the building trade unions should go on pioneering toward a better labour-management relationship for the benefit of all."

ample of what can be achieved he continued. "Relations here are among the very best in the province of Quebec."

"If all companies and unions practised labour-management co-operation to the extent you find at Plant 59, there should be no serious personnel problem in Canadian industry."

# Not Who Is Right But What Is Right



REST in product quality at the Continental Can Company's St. Laurent is sparked by arresting displays. "You wouldn't buy a car in this town" is the significant point here.

## S-A-F-E-T-Y

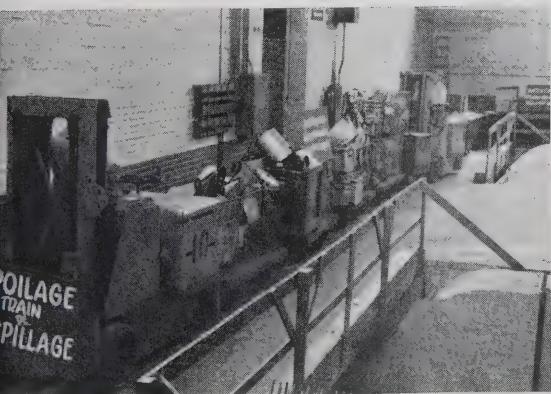
By the Cupful

safety reminders follow employees into the lunch room at Continental Can Company's Plant

daily coloured paper cups in which coffee and tea are served. By two cartoons and two safety signs apiece. One couldn't help get the message".

A red cup reads: "Accidents just happen, they're caused" "Injured? Quick! First Aid". Blue one says: "Watch your eyes" and "Report all safety hazards". And a green cup warns: "Don't clown" and "Your life may be in the balance".

Employee interest in this approach to safety promotion is maintained by periodically introducing new slogans and cartoons.



LARGE TRAIN moving through Plant 59 calls attention to spoilage and waste. Employees know exactly what their department's waste losses are per month.



TOP HAT housekeeping display is sponsored jointly by unions and management. Competitive spirit between the various departments is keen.

## Communications Still A Problem But LMCs Aid Understanding

**St. Laurent, Que.** — Deliberations at joint consultation meetings of labour and management at Plant 59 of the Continental Can Company of Canada are guided by the principle that it is not *who* is right that is important but *what* is right.

Company and union representatives alike have firmly endorsed the soundness of this approach to all aspects of plant operation, says personnel supervisor John Brick.

"These meetings give the employees a means of bringing to the company's attention items which they feel should be investigated or corrected," he stated. "Prompt investigation and action will often prevent the development of a serious grievance.

"Here at Plant 59 both the company and the union believe that it is not a question of who is right, but what is right. With this as a guiding principle, labour-manage-

ment meetings have become an important part of our program."

Mr. Brick emphasized that communication is still one of industry's greatest problems.

"Policies and directives must be understood at all levels of the organization," he said. "Labour-management meetings provide an opportunity to complement the formal or organized way of getting this information to the employees.

"Perhaps more important, they assist in determining how the policy, notice or letter has been interpreted. If there are misunderstandings, the labour-management meeting is a good place to clear them up."

## GRAPEVINE GUESSES SHARPLY REDUCED BY COMMUNICATIONS

**St. Laurent, Que.** — Good employer-employee communications keep rumours to a minimum, according to John Brick, personnel supervisor of Continental Can Company's Plant 59.

The best way to handle them, he maintains, is to anticipate them in advance and prevent their outbreak and circulation by providing employees with a clear, detailed explanation before changes are introduced.

"If we are about to take a certain course of action," he explained, "our first thought is to get it across to the unions concerned.

"We don't want our employees to have to guess what's in our minds. It isn't fair to an employee to leave him in the dark when your course of action involves his interest and welfare as well as your own."

### Welcome Mat

Plant 59's welcoming device for visitors serves a dual communications purpose. It makes the stranger feel that his presence is appreciated, and it gives employees the feeling that they have a share in the welcoming ceremonies.

On the day of the expected arrival, large blackboards are set up on tripods in each department.

(see page 4, column 4)

## Teamwork Produces 3,000,000 Hours, No Accidents

**St. Laurent, Que.** — Labour-Management co-operation results in third million accident-free hours within three years.

This proud announcement on a blackboard dominated the background at a recent meeting of the Central Safety Committee of Continental Can's Plant 59 — an eloquent testimonial to joint labour-management achievement in the field of accident prevention.

All 850 men and women serving at Plant 59 deserve praise for their share in this remarkable safety record. Without the individual's contribution, there would be no record. All it takes to wreck that

(see page 4, column 3)



## LABOUR-MANAGEMENT CO-OPERATION WILL IMPROVE SERVICE TO CUSTOMERS

Stereotype mats and gestaprints (for use on duplicating machines) of the above are available without charge to company and union publications.

### CNR and Union Receive Praise of LMCS Official

**Moncton, N.B.** — Labour-management co-operation, as exemplified by the Canadian National Railways' union-management co-operative committee, has been lauded by an official of the federal Department of Labour.

George W. Yorston, Amherst, N.S., an industrial relations officer with the Labour-Management Co-operation Service and a visitor to the 31st annual regional meeting of the CNR committee's maintenance of way section, paid tribute to company management and the Brotherhood of Maintenance of Way Employees for the success which their co-operative movement has enjoyed in its 36 years of existence.

The Brotherhood and the CNR are among the pioneers of joint consultation in Canadian industry.

"People are only beginning to realize the importance of this movement," said Mr. Yorston, "but it is a fact that close co-operation between labour and management is becoming more imperative every day."

### Joint L-M Support Makes 'Golden Gauge' A Big Success

**St. Laurent, Que.** — "Our employees are quality conscious," Gerry Decorato, plant manager of Continental's St. Laurent plant was explaining why the Golden Gauge Program installed over a year ago has been so successful.

"In order to maintain the high quality standards demanded by our customers we have used quality control gauges for many years," he said. "What the Golden Gauge Program did was to prominently display in each department the gauges used by the maintenance men and quality control inspectors.

"The program was first explained at a labour-management meeting," he continued. "The response of our plant has been excellent and we are proud of the part it plays in producing products acceptable by our customers."

The gauges are mounted on perforated display boards having a gold background. Gold was chosen since it is one of the most precious of metals. Displays are installed in every department.

## LOST BY ONE

Sweating out an editorial can be an unnerving experience. At times the idea, the thought, the right turn of phrase obstinately refuses to come. Anyone who has ever picked up a pen to write more than his name will know the feeling.

This month's dilemma was resolved in an unusual way. The other day we were unpacking a shipment of office stationery when a yellow tag fluttered onto the desk. Written on it was the following message:

"While always striving for perfection, this is still a very human world. Should you discover any fault, either in our goods or service, won't you let us know by returning this inspection slip with samples and full detail regarding complaint."

Heading the message, and neatly summing up everything that will ever be said about customer service, were the words:

"Good will, like a good name, is won by many acts — and lost by one."

### Quality Conscious

In certain areas the gauges have been mounted on wheeled carts enabling them to be brought to the immediate working area. In the shipping and packing departments, the displays consist of photos of the correct handling procedure set out under the theme "Your Eyes are Your Quality Gauges".

Continental Can is well aware that quality brings customer satisfaction. However, they believe they have gone one step further by giving each employee more responsibility in this all-important area. The employees themselves are obtaining greater satisfaction from their work.

Company officials feel that the credit for Plant 59's achievements in quality should go to labour-management co-operation.

**3,000,000**

(Continued from page 3)

3,000,000 accident-free hours is a single slip by one employee.

### Twice Daily

Elaborate precautions are taken to ensure that safety is kept where it belongs: uppermost in everyone's mind.

Twice a day the plant manager and assistant plant manager conduct a safety tour of 59's three buildings. Among other things they watch closely for potential work hazards enroute and bad work habits among employees.

Immediately below the Central Safety Committee are the safety committees for buildings 1 and 2,

### GRAPEVINE

(Continued from page 3)

They bear the name of the visitors and the organization he represents.

An even more useful purpose may be served by these bulletins. Near accidents have occurred when strangers in a plant have made an employee nervous by peering over his shoulder to see what he was doing.

If the employee knows in advance who these people are and where they come from, the situation is not so hazardous. But a total stranger steps up unannounced and begins to watch, the employee is justified in wondering all sorts of weird things — thereby losing track of what he is doing and possibly jeopardizing his personal safety.

### Price of Progress

Restlessness is discontent — and discontent is the first necessity of progress.

Show me a thoroughly satisfied man — and I will show you a failure.

Thomas Edison

and another for No. 3. Besides each department within the organization has its own unofficial safety committee.

Housekeeping tours, conducted once a week by the personnel manager and assistant plant manager, also add their bit to the plant accident program. Employees are well aware of the close connection between good housekeeping and plant safety.

## TEAMWORK in INDUSTRY

Published by the Labour-Management Co-operation Service, Industrial Relations Branch, Department of Labour, Ottawa 4.

HON. MICHAEL STARR  
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Deputy Minister

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